

March 1 1988  
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Andria	5027	Indonesia	82100	Peru	52100
Bahia	4000	Israel	83150	S. Africa	80700
Belgium	8948	Italy	11400	Singapore	32410
Canada	33100	Japan	10000	Spain	32420
Cyprus	12075	Jordan	716300	S. Korea	30000
Dominican	104500	Korea	716300	Sweden	50100
Egypt	62225	Latvia	212200	Switzerland	59220
France	100000	Malaysia	100000	Taiwan	81800
Germany	116150	Malta	100000	Thailand	81800
Greece	100000	Mexico	100000	Turkey	100000
Hong Kong	100000	Norway	100000	USA	100000
India	100000	Poland	100000	USA	100000

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 30,478

Wednesday March 2 1988

D 8523 A

Panama: Mixing the medium and the message, Page 4

## World News

### Iranians protest to Soviets over missiles

Iran protested to the Soviet Union over Iraq attacks on Tehran, accusing Moscow of supplying Iraq with missiles. It said at least 27 civilians had been killed since Monday and 100 injured. Iraq, which claimed it produced the weapons itself, launched 17 ground-to-ground missiles against Tehran in just over 24 hours in what diplomatic observers saw as a desperate attempt to bring about a solution to the Gulf conflict. Page 3

### Fed arrests trader

US Federal authorities arrested a major Wall Street stock trader after a New Jersey state judge ordered the man released on his own recognisance on charges he tried to shoot financier Ivan Boesky.

### Jordanian Tornado deal

Jordan is to buy eight Tornado aircraft from the British Government in a multi-million pound deal it was announced last night. A contract is expected to be signed soon.

### Chemical arms seized

Dutch officials in Rotterdam, acting on a US request, confiscated chemical weapons on a ship bound for Iran.

### Benelux infantry plan

Belgium, the Netherlands and Luxembourg were considering forming a joint light infantry battalion in a move to encourage European military co-operation, Belgian sources said.

### Apartheid law defied

South Africa's biggest company, Anglo American, started letting apartments to blacks in Johannesburg in defiance of government threats and the apartheid Group Areas Act. Page 3

### Third World debt plan

A series of measures to ease the debt burden of developing countries, including the indexation of Third World debt on the evolution of raw material prices, were proposed by French Prime Minister Jacques Chirac. Page 2

### Drugs recalled

Brazilian health officials recalled nine drugs produced by Hoechst's Brazilian subsidiary because of concern that the drugs might have been made with blood containing AIDS antibodies. Page 4

### Steelworkers protest

About 15 people were injured in scuffles and police fired tear gas at hundreds of steelworkers demonstrating in Naples against proposals to cut thousands of jobs.

### Greek arms chief killed

A former director of Pyral, one of Greece's largest arms companies, was shot dead in Athens and a left-wing group claimed responsibility.

## Business Summary

### Court clears SGB to issue shares as poison pill

SOCIETE GENERALE de Belgique bid battle took another unexpected turn when a Brussels Court overruled a previous legal decision outlawing the board's "poison pill" defence and legitimised the issue of 12m authorised but previously unissued shares in the company. Page 21

### GENERAL MOTORS of the US

world's largest automotive group, is to replace the ageing European Opel Ascona/Vauxhall Cavalier range in the autumn in a strategic product move that will be crucial to its fortunes in Europe. Page 21

### OIL PRICES took another severe

beating following reports in Tokyo that Arabian Oil was offering discounts to Japanese buyers. Brent oil fell 55 cents a barrel to \$14.25.

### N-Sea Oil Price

1987 1988  
\$14.25 while contracts for April crude oil futures at the New York Mercantile Exchange were off 48 cents, approaching \$15.50 a barrel during mid-day trading. Page 31

### WALL STREET: The Dow Jones

Industrial average closed down 1.18 at 2,970.46. Page 42

### LONDON: The confident mood

continued in London, helped by strong earlier gains in New York and Tokyo. But trading was generally sluggish and the FT-SE 100 index closed up 13.1 at 1,781.9. Page 38

### TOKYO: The start of the new

month and the overnight gain on Wall Street spurred heavy buying in Tokyo, with the market recording its highest turnover since August 28 last year. The Nikkei average rose 193.09 to 25,435.9. Page 42

### DOLLAR closed in New York

at DM1.98775, FFfr5.7075 and SFr1.3925. It closed in London at DM1.6850 (DM1.6890); FFfr5.7050 (FFfr5.7175); and SFr1.3915 (unchanged). Page 31

### STERLING closed in New York

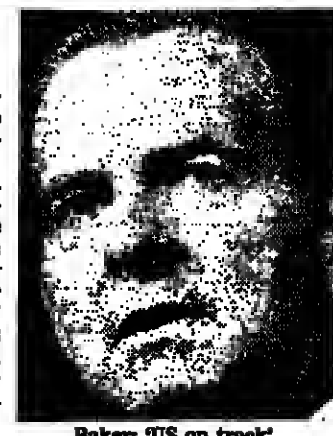
at \$1.7780. It closed in London at \$1.7780 (\$1.7785); DM2.9950 (DM2.9925); FFfr10.1425 (FFfr10.14); and SFr2.4790 (SFr2.4675). Page 31

### BP AMERICA said higher oil

prices resulted in a fourth-quarter operating profit of \$613m, compared with \$109m for the same period in 1986.

## Baker says dollar fall counter-productive

MR JAMES BAKER, the US Treasury Secretary, yesterday made his strongest statement to date in support of exchange rate stabilisation and of resisting any further fall in the value of the dollar in the foreign exchange markets. In his appearance before the Senate Budget Committee, which is holding hearings on the budget, Mr Baker said that the US was now price competitive, and that any further falls in the value of the dollar would be counter-productive. Active US support for the dollar in the exchange markets has been evident since the beginning of the year, but the Treasury Secretary's own position has remained a matter of some doubt. Mr Baker has in the past frequently used the threat of dollar depreciation to bring pressure on America's trade partners for policy changes. His evidence seems to make it clear that he has now abandoned this approach. Mr Baker said that the US was now on track to correct both its trade and federal deficits, and argued that the problem of US debt had been much exaggerated. He claimed that interest payments would be falling as a proportion of budget expenditures by the end of fiscal 1988, and that the national debt would begin to fall in real terms during 1989. Mr Baker also claimed that the economic policy co-ordination under the Louvre agreement was producing results, and went out of his way to praise not only Japanese but also German efforts to harmonise their economic policies to assist the US adjustment. The Administration has until now been openly critical of German policies, though much more appreciative of Japanese success in stimulating domestic demand. Treasury Secretary Baker attacked proposals for a "global" solution to the debt crisis as counter-productive to long-term economic growth in the developing world, Reuter reports from Washington. Currencies, Page 31



Baker: 'US on track'

## British Aerospace in surprise negotiations to buy Rover Group

BRITISH AEROSPACE is negotiating to buy the UK Government's 99.3 per cent stake in Rover, the vehicle group. The move is the most radical development to date in the privatisation saga of the troubled company, which comprises mainly the Austin Rover car and Land Rover off-road vehicle companies. The two companies have until the end of April to conclude a deal, Lord Young, the Trade and Industry Secretary, said in the House of Lords yesterday. After this, said Lord Young, other options would be considered. However, he acknowledged that no alternative potential purchasers were currently known. The prospect of a takeover of the only British-owned big volume car manufacturer by the nation's aircraft and missile conglomerate astonished parliamentarians, the motor industry and analysts alike. The Rover Group, which has been under siege for a month from the Campaign group of Toronto, which is offering \$600m in cash. The sudden intervention marks a renaissance for the market for the speculative debt known as "junk bonds", which has been under a cloud because of the insider trading scandal and the stock market crash. Two Wall Street firms, Donald Burman Lambert and Klidder Peabody, said yesterday they were "highly confident" they could place \$1.8bn in junk bonds on Wall Street for the same amount in bright green paper. If successful, the bid would create a very large department store group with revenues of \$1.6bn and an overwhelming position in New York City, with all three of the top stores - Macy's and Bloomingdale's in Manhattan and Abraham & Strauss in Brooklyn. But it creates deep uncertainty for Marks and Spencer of the UK, which has been banking on a Campaign victory for its own expansion into the US. The Canadian real estate and retailing group will sell Manhattan and Spencer the celebrated Brooks Brothers menswear chain for \$770m, but only to help finance a successful offer for Federated. Macy's said it was offering \$780 a share for 80 per cent of Federated and the remainder. Federated's stockholders will end up owning 40 per cent of the combined group. Federated stock closed up \$1.4 at \$27. Wall Street investors said it was hard to value the Macy's bid because the company has no public market for the stock on offer. Campaign, which has progressively raised its offer from \$47 a share to \$68 a share, said Macy's approach was "simply not competitive" with its all-cash bid. The transaction just depends too heavily on the speculative trading value of the shares of a new, highly leveraged combined Macy-Federated, the real estate and retailing group said. Federated, which runs eight department stores chains in addition to Bloomingdale's and Abraham & Strauss, said management would negotiate a deal with Macy's and then present it along with the Campaign offer to the board. Second miracle on 54th Street, Page 21

## Macy's enters battle for Federated with \$6.2bn bid

R.H. MACY, the private New York retailer which claims to run the world's largest department store, yesterday emerged as the mystery bidder for Federated Department Stores with a cash-and-securities offer thought to be worth at least \$6.2bn. The last-minute offer, presented to Federated's board on Monday, creates a full-blown struggle for North America's largest department store chain. It has been under siege for a month from the Campaign group of Toronto, which is offering \$600m in cash. The sudden intervention marks a renaissance for the market for the speculative debt known as "junk bonds", which has been under a cloud because of the insider trading scandal and the stock market crash. Two Wall Street firms, Donald Burman Lambert and Klidder Peabody, said yesterday they were "highly confident" they could place \$1.8bn in junk bonds on Wall Street for the same amount in bright green paper. If successful, the bid would create a very large department store group with revenues of \$1.6bn and an overwhelming position in New York City, with all three of the top stores - Macy's and Bloomingdale's in Manhattan and Abraham & Strauss in Brooklyn. But it creates deep uncertainty for Marks and Spencer of the UK, which has been banking on a Campaign victory for its own expansion into the US. The Canadian real estate and retailing group will sell Manhattan and Spencer the celebrated Brooks Brothers menswear chain for \$770m, but only to help finance a successful offer for Federated. Macy's said it was offering \$780 a share for 80 per cent of Federated and the remainder. Federated's stockholders will end up owning 40 per cent of the combined group. Federated stock closed up \$1.4 at \$27. Wall Street investors said it was hard to value the Macy's bid because the company has no public market for the stock on offer. Campaign, which has progressively raised its offer from \$47 a share to \$68 a share, said Macy's approach was "simply not competitive" with its all-cash bid. The transaction just depends too heavily on the speculative trading value of the shares of a new, highly leveraged combined Macy-Federated, the real estate and retailing group said. Federated, which runs eight department stores chains in addition to Bloomingdale's and Abraham & Strauss, said management would negotiate a deal with Macy's and then present it along with the Campaign offer to the board. Second miracle on 54th Street, Page 21

## Nato to avoid controversy

NATO LEADERS, who meet here today for only their second summit in six years, are expected to postpone controversial decisions on the modernisation of the Alliance's short-range nuclear weapons which threaten the united front they are anxious to present. Instead, they will put the accent on the need for a rapid start to negotiations with the Warsaw Pact on the reduction of conventional forces, the terms of reference for which are being worked out between members of the two alliances in Vienna. Nato's position on conventional troop cuts is expected to be set out in a special document, due to be adopted today, which will be separate from tomorrow's final communiqué devoted to more general Alliance problems. The problem of Europe-based battlefield nuclear weapons has been pushed to the forefront of the arms control debate since the signature of the INF treaty, abolishing ground-based medium-range missiles, by the US and the Soviet Union in Washington last December. The West German Government, influenced by a strong current of political and public opinion emphasising that Germany would be uniquely vulnerable to nuclear weapons in Europe, has opposed their modernisation and proposed that they should be reduced to equal levels in negotiations with Moscow. This view has been strongly challenged by some of Bonn's main partners, with Mrs Margaret Thatcher, the British Prime Minister, taking the lead in underlining the dangers of any demarcation for the defence of Europe at a time when the Warsaw Pact's superiority in conventional forces was still very great. Mitterrand line, Page 2 Continued on Page 20

## Airbus partners back McDonnell collaboration

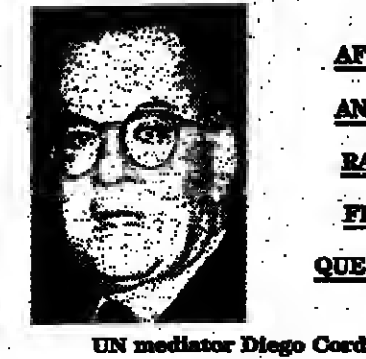
THE LIKELIHOOD of an airliner manufacturing agreement between the European Airbus group and McDonnell Douglas of the US increased sharply yesterday when a formal go-ahead for collaboration talks between the two was given by the four Airbus partner governments meeting in Paris. The ministers also agreed to examine proposals for turning the Airbus Industrie consortium, owned by Aerospatiale of France, Messerschmitt-Bölkow-Blohm of West Germany, British Aerospace and Casa of Spain, into a public limited company at a meeting in Madrid next month. Mr Jean Pierson, the Airbus Industrie president, has been given until June to conclude a possible co-operation framework with McDonnell Douglas. Mr Jacques Douffignies, the French Transport Minister, who chaired the meeting, said he hoped an agreement could be reached by the summer. Ministers from the four countries - West Germany, France, Britain and Spain - which back the Airbus, are in favour of talks with the US manufacturer to improve the financing basis for present and future Airbus programmes which has been thrown into doubt by the fall in the dollar. Additionally they want to head off the prospect of a damaging clash with the US Government over the issue of rising subsidies for Airbus and to increase Airbus's chances of meeting the challenge of Boeing of the US. The next round of talks between Mr Clayton Yeutter, the US Trade Representative, and the European Commission over the subsidies wrangle will be in Konstanz, south Germany, on March 18. In a communiqué issued at the end of the meeting, the ministers said they had given Airbus Industrie "a mandate to continue, with necessary diligence, negotiations with McDonnell Douglas with the desire of reaching a balanced co-operation agreement of benefit for the two sides." Although McDonnell Douglas has called in the past for the two airliner manufacturers to join forces to challenge Boeing's dominance, the negotiations are likely to be tough. Government officials and chief executives from the four companies said the most likely area for collaboration was on a smaller 100 to 150 seater aircraft and on a large high-capacity aircraft in the Boeing 747 class. The latter project could make use of a stretched air frame from McDonnell Douglas's proposed long haul MD-11 airliner and the new wing sections to be developed for the Airbus A330 aircraft. Formal talks between Airbus Industrie and McDonnell Douglas were broken off 18 months ago, although some informal contacts have been kept up since then with partner governments and shareholders. Lynton McLain in London writes: "We are sure the discussions with Airbus Industrie will continue," said a McDonnell Douglas spokesman in Long Beach, California. "The talks have been going on for years and we have had discussions recently." McDonnell Douglas said previous talks had covered a range of possible areas of collaboration, including aircraft with a capacity of under 150 seats, the current size of the Airbus A320, the McDonnell Douglas MD-80 and the proposed MD-92 propfan powered 150 to 160 seat airliner. The talks had also included possible collaboration on a large airliner to take on the Boeing 747 jumbo jet in world markets. Background, Page 4

## Soviet troops enforce curfew in riot city

By Christopher Schmidt in Moscow THE SOVIET authorities have brought in troops and armoured cars to enforce order in the Azerbaijani industrial city of Sumgait, which saw intercommunal rioting on Sunday. Officials in the city of 180,000 inhabitants said yesterday that the situation was calm and a curfew between 8pm and 7am was in force. The Azerbaijani capital of Baku, 30km to the south, was also reported as quite normal. A police official contacted in Sumgait by Reuter said that the curfew "was in force last night. It is back in force tonight. The troops are there to make sure it is observed." Mr Germany Gerastimov, the Soviet spokesman, said yesterday that the situation was "calm but tense" in Sumgait but revealed that demonstrations were continuing in Stepanakert, the capital of Nagorno-Karabakh. He explained that foreign correspondents had not been allowed to travel to the area because what they published would serve to incite nationalist emotions. He said that "many problems had accumulated in Nagorno-Karabakh" and that mistakes had been made which would now have to be rectified. The statement suggested that the Soviet leadership would now move to reverse the policy of seeking to impose Azerbaijani Shia culture on the Nagorno-Karabakh population which has been conducted by the authorities in Baku. This would mean greater schooling facilities in their own language, more Christian churches as well as cultural links with Armenia itself. There was still no indication, however, that the authorities were ready to concede the recognition demand. The rioting between Azerbaijanis and Armenians in the city, which produced an unreported number of casualties, came after two weeks of demonstrations in the Azerbaijani region of Nagorno-Karabakh. The dominant Armenian population there has been demanding to be reunited with neighbouring Armenia. Two Azerbaijani deaths have also been reported in the region. Last week also saw massive demonstrations in Yerevan, the Armenian capital itself, in support of the nationalist demand.

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UN mediator Diego Cordovez whose brief is confined to withdrawal, Page 20

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EUROPEAN NEWS

Bonn plans some telecom competition

BY DAVID GOODHART IN BONN

The West German Government yesterday took another cautious step towards limited deregulation of the telecommunications market when it published the draft of a Bundespost law which, Parliament allowing, will be enacted early next year. The proposals, which closely follow the recommendations of last September's Witte Commission report, include splitting the Bundespost into three businesses - postal, post-bank and telecommunications, leaving untouched the monopoly over the telephone system but allowing limited competition with the Bundespost in other telecommunications services; and substantially easing the process of licensing new equipment to attach to the network. Competition on the main telephone network was never a serious possibility at this stage in the deregulation debate, but the draft proposals will still disappoint some liberals, including the dissenting minority on the Witte Commission. Competition may initially be restricted to a few fringe services such as telex, video telephones and some satellite communication, particularly as the "mandatory" services - those that must be provided nationally at a fixed price - will include those subject to international standards. There will be a competitor to the Bundespost's mobile digital telephone service in the early 1990s but that would have been required by the EC in any case. Some deregulators were pleased to note that the reorganisation plan eliminates the Bundespost-wide supervisory board, seen by many as a dampening influence on reform. Although it will be replaced by three supervisory boards for the three separate companies, the Posts and Telecommunications Minister, Mr Christian Schwarz-Schilling, Mr Christian Schwarz-Schilling, a member of the Social Democrat Cabinet, who last week approved labour reforms aimed at reconciling local hiring and firing laws with flexible EC practices. The proposals must be voted in Parliament, where the government has a 51 per cent majority, before becoming law. The unions adamantly oppose liberalisation of hiring. They want details in writing, the possibility of employee appeals and mutually-agreed reinstatement or lay-off, if conditions warrant. Portugal introduced stringent limits on dismissals in 1974 when the old regime, which made it easy to sack on flimsy grounds, was toppled. The government claims its proposals - the third set it has drawn up, progressively strengthening demands against abuse - are a stiffer version of EC law. The management confederation, the CUP, says the proposals are too soft. The Government seems to have sparked off the move for a general strike by presenting labour reform talks. It is losing the reputation for seeking a broad consensus it had as an embattled minority in 1985-87 and gaining one for abrupt pronouncements on key economic matters. In a tense February of transport strikes pushing for better concessions on wages productivity and working hours conditions, the Prime Minister Mr Jose Torres Costa, the UGT leader, however, the cabinet approved its labour law package before the UGT of CGTP could give their reaction to the proposals. The dispute, which threatens to delay budget passage until mid-summer, turns on interpretation of the painfully-wrought Brussels summit accord. Italy, which interprets the accord in a way which would lower its share of the UK rebate, maintains that only those present at the summit - in other words foreign ministers - are site competent to unravel the confusion. One option for the West German presidency is to put the budget issue on the agenda of the informal meeting of EC foreign ministers it is hosting this weekend at Lake Constance. The argument is that the European Parliament must receive a draft budget this month, if by May 31 deadline that Bonn has set for completing all work on the budget reforms is to be met. The main West German public service unions, representing more than 1.5m workers, yesterday failed to reach agreement with government negotiators over the UK rebate, but a reduced hours. The claim for a 5 per cent improvement - through a combination of reduction in hours and increased pay - will now go to arbitration.

General strike called in Portugal

By Diana Smith in Lisbon

A GENERAL STRIKE has been called for March 28 by Portugal's centre-left labour confederation the UGT (União Geral de Trabalhadores). The CGTP (Confederação Geral de Trabalhadores), once a preserve of the Communist Party but now more pragmatic, has indicated that it backs the idea of such action, may hold a strike of its own. They want a slow in strength against Mr Aníbal Cavaco Silva, a member of the Social Democrat Cabinet, who last week approved labour reforms aimed at reconciling local hiring and firing laws with flexible EC practices. The proposals must be voted in Parliament, where the government has a 51 per cent majority, before becoming law. The unions adamantly oppose liberalisation of hiring. They want details in writing, the possibility of employee appeals and mutually-agreed reinstatement or lay-off, if conditions warrant. Portugal introduced stringent limits on dismissals in 1974 when the old regime, which made it easy to sack on flimsy grounds, was toppled. The government claims its proposals - the third set it has drawn up, progressively strengthening demands against abuse - are a stiffer version of EC law. The management confederation, the CUP, says the proposals are too soft. The Government seems to have sparked off the move for a general strike by presenting labour reform talks. It is losing the reputation for seeking a broad consensus it had as an embattled minority in 1985-87 and gaining one for abrupt pronouncements on key economic matters. In a tense February of transport strikes pushing for better concessions on wages productivity and working hours conditions, the Prime Minister Mr Jose Torres Costa, the UGT leader, however, the cabinet approved its labour law package before the UGT of CGTP could give their reaction to the proposals. The dispute, which threatens to delay budget passage until mid-summer, turns on interpretation of the painfully-wrought Brussels summit accord. Italy, which interprets the accord in a way which would lower its share of the UK rebate, maintains that only those present at the summit - in other words foreign ministers - are site competent to unravel the confusion. One option for the West German presidency is to put the budget issue on the agenda of the informal meeting of EC foreign ministers it is hosting this weekend at Lake Constance. The argument is that the European Parliament must receive a draft budget this month, if by May 31 deadline that Bonn has set for completing all work on the budget reforms is to be met. The main West German public service unions, representing more than 1.5m workers, yesterday failed to reach agreement with government negotiators over the UK rebate, but a reduced hours. The claim for a 5 per cent improvement - through a combination of reduction in hours and increased pay - will now go to arbitration.

Mitterrand line moderated on Nato N-arms

BY PAUL BETTS IN PARIS

THE ELYSEE Palace yesterday backed away from the impression given by President Francois Mitterrand of France during the past few days that he was opposed to the modernisation of Nato's short-range nuclear weapons in Europe. An official explained that it was in answer to a question that Mr Mitterrand had expressed the view that modernisation of short-range weapons was not an urgent issue. This reinterpretation of the President's position is expected to make it much easier for Mr Mitterrand to adopt a joint line with Mr Jacques Chirac, his Prime Minister, when they represent France at today's Nato summit in Brussels. Mr Chirac also acknowledged at a news conference yesterday that the modernisation of short-range weapons was not an urgent issue, adding that in any case the question did not directly affect France since it was not a member of Nato's military structure. He added: "Our allies have no intention of deciding this issue at the Brussels summit." Mr Mitterrand's statements opposing the modernisation of short-range weapons had threatened to undermine even further the delicate power-sharing balance in France between Mr Chirac and President Mitterrand in the run-up to the presidential elections at the end of next month. But both Mr Chirac and the Elysee were anxious yesterday to emphasise that they did not want a domestic controversy on the subject of defence. However, both parties sought to spell out their respective positions on defence policy yesterday. Mr Mitterrand's aides said the President believed there was an historic opportunity to advance the process of détente and disarmament and that every effort should be made to take advantage of it. This is why Mr Mitterrand felt that there was no urgency to tackle the issue of modernising short-range weapons in Europe. The same aides also indicated that Mr Mitterrand did not regard the concept of a "triple zero option", which would lead to an agreement between the US and the Soviet Union on the elimination of short-range nuclear weapons in Europe, as an issue requiring urgent attention. For his part, Mr Chirac said he opposed the triple zero option since it would risk provoking the withdrawal of American forces in West Europe. He emphasised disarmament was not an end in itself. "It only makes sense if it contributes to reinforce everybody's security by eliminating the imbalances which undoubtedly favour at present the Soviet Union," he said. He also argued that without credible nuclear weapons it was difficult to see how there could be real nuclear deterrence or any balanced process of disarmament. One priority was a reduction in the superpowers' strategic arsenals supported at the same time launching a new arms race in space. Another was the imbalance of conventional forces and chemical weapons in Europe.



Chirac: short-range weapons not urgent issue.

France and Spain block bid to settle EC budget

BY DAVID BUCHAN IN BRUSSELS

THE IMPASSE over the drafting of this year's European Community budget continued yesterday as France and Spain objected to Italy's insistence that a special meeting of foreign ministers be convened to settle precisely how the UK's 1988 rebate should be paid. Last week Italy was the odd man out, refusing to have the Ecu2.38bn (£1.6bn) rebate paid from member states' value added tax contributions to the EC. On an ultimatum from West Germany, president of the EC, Italy gave its agreement to a draft 1988 budget provided the sums relating to the UK rebate were regarded as provisional, to be amended later during negotiations with the European Parliament. But French and Spanish diplomats here yesterday balked at this. The dispute, which threatens to delay budget passage until mid-summer, turns on interpretation of the painfully-wrought Brussels summit accord. Italy, which interprets the accord in a way which would lower its share of the UK rebate, maintains that only those present at the summit - in other words foreign ministers - are site competent to unravel the confusion. One option for the West German presidency is to put the budget issue on the agenda of the informal meeting of EC foreign ministers it is hosting this weekend at Lake Constance. The argument is that the European Parliament must receive a draft budget this month, if by May 31 deadline that Bonn has set for completing all work on the budget reforms is to be met. The main West German public service unions, representing more than 1.5m workers, yesterday failed to reach agreement with government negotiators over the UK rebate, but a reduced hours. The claim for a 5 per cent improvement - through a combination of reduction in hours and increased pay - will now go to arbitration.

Tax row in Austrian coalition

By Judy Dempsey in Vienna

AUSTRIA'S Socialist-led coalition Government, already under considerable pressure from the Waldheim affair, is locked in bitter disagreement over tax reform largely because Mr Alois Mock, the Foreign Minister, will still not agree to one of the measures. Mr Mock, who heads the conservative People's Party (OeVP), junior partner in the coalition, has again repeated his opposition to the introduction of a "qualifizierung" or withholding tax on savings. Government officials and the experts working on the country's first overhaul and modernisation of the tax system since the war said yesterday that the success of the tax reform hinges on this measure. Discussions began several months ago and it was hoped to finalise details this week or next. Signs of an agreement emerged last week but at the weekend Mr Mock unexpectedly changed his mind and repeated his opposition to any tax on savings. Post-war Austrian governments exempted savings from taxes in order to build up capital. Mr Mock's stance has not only imposed serious strains on the coalition, but divided his own party. His opposition to the withholding tax stems from an electoral commitment that savings would not be taxed. His electoral base is firmly entrenched in Niederösterreich, which accounts for half the OeVP's 800,000 votes. Outside this province, other OeVP officials recognise the necessity of introducing the tax system. "Despite you have to show we can work with the coalition. Mock is forcing too much of a strain on it at the moment," an OeVP official said. He added that this was the last thing the OeVP wanted, given that its standing in the polls has dropped sharply over the past few weeks in favour of increasing support for Mr Franz Vranitzky, the Socialist Chancellor. Much depends on what happens today when the OeVP holds an executive meeting to discuss the tax reform and other issues. If Mr Mock continues to stand firm on the options for the coalition are few. "Either we abandon the tax reform, or else close down the coalition," a Finance Ministry official said.

Tax reductions likely for Dutch industry

BY LAURA RAUN IN AMSTERDAM

DUTCH INDUSTRY may receive about F15bn (£1.5bn) of relief in taxes and welfare premiums following abolition of a subsidy scheme for business investment. An inner circle of cabinet ministers will meet industrial and agricultural leaders tomorrow in an effort to reach a consensus on cuts in corporate taxes and welfare premiums paid by employers. Mr Rudi Lubbers, the Prime Minister, is said to favour lower premiums and corporate taxes, while Mr Onno Ruding, the Finance Minister, is believed to support reductions in personal income taxes. The employers' associations generally want a lower corporate tax, which is now 42 per cent, while farmers prefer reductions in income taxes, which peak at 72 per cent. On Friday the full cabinet is to discuss the issue and hopes to draw up a position in a couple of weeks. Mr Lubbers' steep taxes and social security premiums are the second highest in the Organisation for Economic Co-operation and Development, behind Sweden, and are criticised by some as a drag on the economy. There are growing calls for cuts in the fiscal burden in order to keep production costs competitive with those in neighbouring countries which already have pared taxes. The cabinet abolished the subsidy scheme for business investment, known as the WIR, last weekend in a move which surprised the business community by surprise. WIR replaced accelerated depreciation in 1978 and has since provided a total of about F10bn in aid to companies, both Dutch and foreign, through a 12.5 per cent subsidy on investments. The Christian Democrat-Liberal Government finally decided that the WIR had failed to stimulate investment, employment and economic growth enough to justify the spiralling costs. The Government, however, is still committed to providing relief to industry under the coalition's basic political programme. The Christian Democrats would rather trim labour costs, which are among the highest in the world, in a bid to lure high unemployment. The right-of-centre Liberals would prefer to shrink personal income taxes.

Kadar resists growing pressure in Hungarian party to resign

BY LESLIE COLT IN BUDAPEST

ONE OF the few popular leaders in Eastern Europe, Mr Janos Kadar of Hungary, appears to be resisting growing pressure from the party's central committee to resign at a special party conference in May. "We detect a degree of chaos in higher party circles," a Western diplomat in Budapest said. "The sense that no-one is in charge stems from an unresolved leadership struggle." Kadar, a knowledgeable Hungarian party official, however, said he would not take any bets on Mr Kadar stepping down "until the day before" the party conference. He claimed there was pressure to change senior officials around the party leader but not Mr Kadar himself. "Historically, Mr Kadar, who gained a reputation as a reformer after the 1956 Hungarian uprising, is seen by younger members in the 'inner circle' of the central committee as impeding further economic and political reforms. But the 75-year-old leader is said by Hungarian officials to be convinced that only he could prevent serious social unrest arising from Hungary's present economic difficulties. Hungary's politically ambitious Prime Minister, Mr Karoly Grosz, is widely regarded as the leading contender to succeed Mr Kadar. However, he is said to feel it is too early after assuming his post last June to mount a frontal assault on Mr Kadar. The Prime Minister's dilemma, however, is that the longer he waits the greater the nation's economic and social problems may weigh him down. Party officials note that Mr Kadar offered to resign in 1972 but was asked by the central committee to stay on. "The situation now is that many influential central committee members would like to see him retire while he can still do so gracefully. "In my view the party is losing its leading role," a well-placed party official complained. "The party is no longer an initiator. By remaining in office Mr Kadar was taking 'a great risk', he said. The implication was that he might be forced to resign between now and the next party congress in 1990. One problem haunting Mr Kadar is the 1956 uprising. Demands have been raised inside the party and elsewhere for the rehabilitation of Mr Imre Nagy, the late popular leader of the uprising. Along with other party officials, he was executed by Moscow, which backed Mr Kadar. Mr Nagy's posthumous rehabilitation and the public blot which would result on Mr Kadar's lofty reputation is believed in Budapest to be inevitable whenever he resigns.

Poles to get view of Italy

By John Wyles in Rome

PLANS ARE afoot to confer on the citizens of Poland a television delight which the nation's most revered son, Pope John Paul II, has been sampling for 10 years. General Wojciech Jaruzelski, the Polish leader, has decided to make his own contribution to glasnost by agreeing in principle that Italy's premier public television channel, Rai Uno, should be beamed down for the education of the citizens of the Warsaw Pact. The Church has reportedly given the project a very positive blessing, not unmindful perhaps of Rai Uno's scrupulously extensive reporting of papal activities. If these will be guaranteed high ratings on the banks of the Vistula, one can be much less certain about other elements of a daily fare based on exuberant variety and song shows, American films and series, and political talkshows. These will presumably run up against a massive linguistic barrier since Italian is far from being a second or third language in Poland. Its standing could improve, however, if a proportion of the several thousand Polish refugees who have arrived in Italy since last summer change their minds about seeking greener pastures in the US and elsewhere and return home. Presumably the wily general is less concerned than the Italian Interior Ministry may be that the image of Italy projected by the Rai will strengthen this exodus. Certainly a knowledge of Italian will be of little help in grasping the complex and frequently insignificant intricacies of domestic politics which dominate news programmes. The Polish leader will surely have weighed the impact of the Rai's extensive coverage of foreign news on his fellow countrymen. But since Mr Mikhail Gorbachev last year ended the traditional Soviet jamming of the BBC World Service and of Voice of America, the General may feel that the Polish people are hardy at the leading edge of glasnost. But this would be the first time that any East European country has parted its curtain to allow in foreign television broadcasting, although cross-border spillage does apparently allow Estonians to sample Finnish TV and East Germany cannot avoid the transmissions from its western neighbour. A Rai team will be leaving for Warsaw shortly to negotiate details of the arrangement, which will include the financing of a ground transmitter in the Polish capital.

Leader of Italy's Social Democratic Party quits

BY JOHN WYLES IN ROME

THE fortunes of Italy's small Social Democratic Party have taken a turn for the worse with the resignation of the general Mr Franco Nicolazzi from the party leadership. "They are trying to turn me into our lord of the bribes," said a plaintive Mr Nicolazzi when it became clear that he would face a second investigation by parliamentarians into public works contracts placed while he was minister for public works from 1981-87. In Italy an inquiry by a parliamentary committee precedes any possible public prosecution and does not necessarily imply suspicion of a criminal act, so much as misuse of public funds. Mr Nicolazzi is the third consecutive social democratic secretary to resign under suspicion of wrongdoing - he took over in 1988 from Mr Pietro Longo, who was caught up in the P2 masonic lodge scandals. He has faced growing opposition from within his party following a slide in the social democratic vote from 3.8 per cent in 1983 to 2.4 per cent last year. Since then several local council elections and party members have defected to Mr Bettino Craxi's Socialists. Until the weekend, Mr Nicolazzi had seemed determined to ride out allegations of impropriety in the so-called "golden prisons" affair. This involved contracts worth L700m for 13 new prisons given to companies alleged to be run by friends. Last week the director general of his old ministry, Mr Gabriele Di Palma, who was also once head of Mr Nicolazzi's private office, was arrested by Swiss police while trying to walk illegally into Switzerland. He was accompanied by employees from a company involved in prison construction and claimed that he was being politically persecuted. Meanwhile, Genoa magistrates yesterday sent documents for a second parliamentary investigation concerning contracts for prisons and other public works placed during Mr Nicolazzi's period in office whose approval may also have involved the former Christian Democrat Minister for Justice, Mr Clelio Darida. Meanwhile, a separate investigation by the Italian Court of Accounts has revealed some extraordinary delays and cost overruns in prison construction between 1972 and 1987. Turin police, for example took 11 years to build at a cost 33 times greater than originally assessed, while another at Avellino took 22 years at a cost of L20bn rather than the L800m originally allocated.

Norway freezes dividends along with earnings

By Karen Fogel in Oslo

DIVIDEND PAYMENTS will be affected by Norway's new wage and price freeze, which has been imposed until formal legislation can be passed. Under the freeze, companies cannot pay shareholders a higher dividend than the increase in terms of percentage of their share capital and companies established in the past year will not be allowed to pay a dividend on their first year's operations. The proposed freeze, however, does not affect dividend payments from fully-owned subsidiaries of larger companies. Although Mrs Gro Harlem Brundtland, the Prime Minister, declined to give details of the formal law which is to be implemented this spring, Mr Bjoern Skogstad Aune, the Finance Secretary, said there would be a general freeze in the law affecting dividend payments but that modifications for certain companies, on a case-by-case basis, could be made. There seems to be broad agreement among Norwegian brokers that the dividend freeze has implications for competitive industries as does the wage and price freeze, which they describe as a positive development. "Investors, of course, will not like it but it's not that detrimental," said a broker from the Oslo-based Carl Kjerfve brokerage. The law is expected to last until next year's round of wage negotiations.



Mock: serious strains on coalition.

French economy grows 2.1%

BY GEORGE GRAHAM IN PARIS

FRANCE'S economy grew by 2.1 per cent in 1987, the national economic institute, Insee, reported yesterday, exceeding previous forecasts and maintaining the growth rate of the previous year. Domestic demand, which was stronger than expected in the first half of the year, and its slowdown since the last quarter of 1987 has been more gradual than the state economic forecaster had predicted. Insee is also now revising its forecast for inflation this year to around 1.5 per cent, compared with an earlier projection of 1.8 per cent, and believes that France's trade deficit may be smaller than forecast. Household consumption in 1987 was the main source of economic growth, accounting for 1.7 percentage points of the increase in gross domestic product. The other major positive element was stock trading, which most forecasters had expected would become a negative factor in the course of the year. Although destocking began in earnest in the second half, stocks still accounted for 0.9 percentage points of GDP growth during 1987 as a whole. Service industries showed the fastest growth, accounting for 0.9 percentage points of GDP growth, while manufacturing, construction and trading were the other main expanding sectors. The Insee report carries a sting in its tail for the government of Mr Jacques Chirac, however. Despite Mr Chirac's declared intention to reduce taxation, his office has seen the total burden of taxes - already one of the heaviest of any industrialised nation - rise to 44.8 per cent of GDP. The increase, despite some tax cuts in Mr Chirac's last two budgets, is the highest since the increase in social security charges and from a rise in value added tax payments linked to the surge in consumption - and especially in the purchase of highly-taxed cars.

Plan to ease Third World debt

BY PAUL BETTS IN PARIS

A SERIES of measures to ease the debt burden of developing countries, including the advanced Third World debt on the evolution of raw material prices, were proposed yesterday by Mr Jacques Chirac, the French Prime Minister. Indication of debt repayments on world commodity prices, he argued, would create a more equitable system to help resolve the international debt crisis. Developing countries were not responsible for the volatility and disorder of world commodity prices, provoked essentially by an excess of which their economies depended. Mr Chirac also suggested that the interest paid by developing countries, especially African states, on their debt should be disconnected from the general evolution of interest rates in the international monetary system. "It is not the fault of developing countries if the international monetary system is in a state of anarchy," he said at a news conference outlining his foreign policy in the run-up to the French presidential election at the end of next month. He made a third proposal to help resolve the international debt crisis by calling for a big effort to recapitalise the international organisations involved in the debt problem. He said only "timid" progress had been made so far on this front, adding that developing countries needed longer debt rescheduling terms.

Nervous Greeks seek certainties in Brussels talks with Turkey

Critics are sceptical about the results of the Davos meeting, says Andriana Ierodiaconou

DR ANDREAS PAPANDEOU, the Greek Prime Minister, is preparing for the second summit meeting in five weeks with Mr Turgut Ozal, his Turkish counterpart, to be held in Brussels at the end of this week. But the mood at home over his handling of Greek-Turkish relations ranges from puzzlement to profound scepticism. This contrasts sharply with the initial enthusiasm for the "No war" pact struck by the two prime ministers during their first landmark meeting at the end of January in Davos, Switzerland. Enthusiasm waned quickly as details of the Davos talks sank in. This was reflected in a flood of press commentaries and party political statements, including rumblings from within Dr Papandeou's own Socialist Party (PASOK). They all pose the same basic question: did Dr Papan-

deou achieve an historic success in Davos, or was he drawn by Mr Ozal into committing an historic diplomatic gaffe? Commentators have pointed out that Dr Papandeou planned and executed the Davos exercise singlehanded, taking even his own Foreign Ministry, and certainly his party, by surprise. Whereas Mr Ozal is said to have gone to the Swiss talks flanked by a battery of advisers, both civilian and military, Dr Papandeou was accompanied only by one diplomatic adviser and the foreign minister, Mr Karolos Papoulias. Moreover, the two prime ministers reportedly conducted their talks in English, effectively excluding Mr Papoulias, whose foreign language is German. The key issue is why Dr Papandeou chose so abruptly to abandon the two conditions he had insisted upon since coming to power for launching a dialogue with Turkey - Ankara's recognition of the last status quo in the Aegean, and the withdrawal of Turkish troops from Northern Cyprus. The Prime Minister asserts that a dialogue was rendered imperative by the March 1987 crisis, in which Greece and Turkey came close to war over oil prospecting in the Aegean. Many people dismiss this. "Can we possibly believe that it took the March crisis to make the Prime Minister realise that the state of Greek-Turkish relations harboured the danger of a military flare-up?" one commentator asked.

The most pointed questions that are being raised concern Cyprus. Dr Papandeou has insisted that Cyprus remains a Greek priority. He tabled a proposal for the full demilitarisation of the divided island, he says, to which Mr Ozal said neither yes nor no, thus leaving the issue open. Dr Papandeou has also drawn fire upon himself by his decision to drop the question of Turkish troop withdrawal as a precondition for talks with Turkey. He admits that he failed to press Mr Ozal over the emotive issue of the 1600 people alleged to be missing since Turkey's 1974 invasion of Cyprus. There is a more far-reaching debate underlying the questions raised by Davos, however. Has the "No war" pact overturned the established Greek strategy of trying to wrest concessions from Turkey through the European Community on the one hand and the US on the other? So far, Greece has indicated that unless its terms are met it will not ease its opposition to the upgrading of Turkey's relations with the EC, regarded by the Greek Foreign Ministry as the key bargaining card against Turkey on the Cyprus problem. However, after Davos the question has been raised about the extent to which Athens can sustain this opposition while itself being engaged in developing relations with Ankara. In terms of the US, Dr Papandeou himself has indicated that a dramatic change of policy is

about. The Prime Minister created shock waves when he told military officers in a speech three weeks after Davos that "the triangle, whereby Greece has solved our problems, has historically been overtaken by events." Generating just this kind of irregular pressure has so far been the central goal of Greece's negotiating strategy in talks on the renewal of the 1983 American Bases Agreement, through which Athens hoped to see progress in Cyprus and the Aegean. Has that policy now been abandoned, or not? The answer to the questions raised by Davos may be provided by the parliamentary debate on foreign policy, scheduled to take place after Dr Papandeou's return from Brussels. Meanwhile all Greek eyes will be on Brussels, hoping for close.

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# Tehran defiant after being hit by 14 missiles

BY OUR MIDDLE EAST STAFF

IRAN REACTED defiantly yesterday to a sustained barrage of Iraqi missiles launched against Tehran in what diplomatic observers saw as a desperate bid to bring about a diplomatic solution to the conflict.

"Only the language of force can bring the Baghdad rulers to their senses, and we will demonstrate who has the real power," a military spokesman said.

Iran boasted that it had fired 14 surface-to-surface missiles since Monday night in a sudden escalation of the war probably reflecting Baghdad's mounting frustration over the failure of the UN Security Council to adopt a resolution on an arms embargo against Iran.

Tehran vowed retaliation but was clearly shaken by blasts caused by the projectiles. Five of them struck on Monday and the others yesterday, killing at least 16 civilians.

Western military analysts were puzzled as to how Iraq had obtained the capacity - for the first time since the war began in September 1980 - to hit Tehran with missiles. The Iranian capital is 300 miles from the front-line.

Iraq may have succeeded in extending the range of its Soviet-manufactured Scud B missiles, they said. However, it is also reported to have been supplied with SS-20s.

The onslaught on the Iranian capital was evidently prompted by the launch of two similar weapons against Baghdad on Sunday.

The bombardment started on the eve of the departure from

Four Libyan jet fighters landed yesterday at an Egyptian airfield, the state-run Middle East News Agency reported. AP writes from Cairo. It gave little additional information except that the aircraft were Soviet-made MiG-29s.

Tehran of Mr Turgut Ozal, the Turkish Prime Minister. The trucks were suspended for two hours around midday after an appeal by him to President Sadam Hussein of Iraq.

Mr Ozal said on Monday that he was willing to assist in finding ways to end the war but was not seeking to mediate.

One of the subjects which he discussed with Mr Mir-Hossein Mousavi, the Iranian premier, was the construction of an oil pipeline - estimated to cost \$8.5bn - to Turkey's Mediterranean coast, which would substantially increase Iran's export capacity.

Mr Ozal, who was accompanied by 170 businessmen, officials and journalists on his three-day visit, said on his return to Ankara that the missile strikes "increased our awareness of efforts to make peace".

On Monday, Mr Ali Akbar Velayati, Iranian Foreign Minister, sent a message to Mr Javier Peres da Gama, UN Secretary-General, protesting against Iraqi air raids. In an appeal apparently aimed at thwarting moves in the Security Council towards imposing an arms embargo on Iran.

## US officer to be put on 'trial'

KIDNAPPERS of a US Marine officer serving with the United Nations in Lebanon said in a statement released yesterday they would put him on "trial", claiming that his record contained espionage crimes, AP writes from Beirut.

The organisation has alleged that Col Higgins worked for the US Central Intelligence Agency. Both the US and the UN denied it.

## Taipei 'young Turk' MPs call for policy changes

A GROUP of 12 "young Turks" from Taiwan's ruling Nationalist Party have called for a drastic revision of policies favouring greater participation in international affairs, and amendment of the constitution. The statement was strongly at odds with the Taiwan Government's official views.

This suggests that there is a widening rift between the younger Taiwan elected faction of the party and the old guard, who continue to view mainland China as the ultimate enemy and who oppose liberalisations within Taiwan.

The statement, one of the strongest and most critical in memory here, came as the Cabinet rejected - for the moment, at least - direct trade ties with China. An opposition member of parliament had earlier questioned the Government on its trade policies, which now appear tacitly to sanction indirect but substantial trade links with the mainland.

Indirect trade through Hong

Kong alone last year was up 59 per cent to \$262m - most of which represented exports of Taiwanese manufactured goods to China.

The Nationalist legislators' statement closely reflected sentiment among both the younger, more progressive members of the ruling party and their more moderate colleagues in the opposition. It called for further reform and liberalisation, and said the Government should "face the reality" of recognition of Peking on the international scene.

It also said the Government should revise its "strongman" rule with the rule of law, and drastically revise the so-called "temporary provisions during the period of communist rebellion" which to some extent still limit the terms of the constitution.

It added that the Government should seek to rejoin international organisations such as the Asian Development Bank, Gatt, and the International Monetary Fund without concern for the name of the Taiwan delegations.

## Senegal ponders causes of riots

BY SIMON CLARKE IN DAKAR

POLICE patrolled the streets of the Senegalese capital Dakar yesterday after Monday's violent protests against election results which showed a comfortable victory for President Abdou Diouf.

Mr Abdoulaye Wade, leader of the opposition Senegalese Democratic Party (PDS), was arrested late on Monday night, along with two senior party officials, after a day of clashes between students and police. A PDS communiqué issued in Paris yesterday, which described the elections as a

"fraud", said two people had been killed in Monday's clashes. The government has imposed an all-night curfew, and riot police supported by armoured personnel carriers patrolled the city yesterday. Barbed wire barricades were held ready, and the debris of burned-out cars and houses was cleared from the streets.

According to official figures, 280 people have been arrested, although the actual total is thought to be much higher. Offenders can be held for up to

Howard Schissel in Libreville reports on a new find in Opec's smallest member

# Oil strikes set to transform Gabon

THE GABONESE oil industry in recent drilling operations on and around the field show that a figure of 2bn barrels is a better estimate. Moreover, the recuperation rate is extremely high at between 40 and 60 per cent.

Work is continuing to improve the delineation of the Rabi-Kounga field. Shell announced in late January that a drilling rig to

its terminal at Cap Lopez, near Port Gentil. The viscosity of this oil is such that it must be preheated to flow through the pipeline.

Work in this rugged malaria-infested forest region is expensive, as there are no facilities in place. An airstrip is being built at the Rabi-Kounga site and over 100

second largest leaseholder in the country with five permits covering 9,500 square kilometres, is moving its exploration programme into high gear. Mr Norman said that between \$25m and \$30m is to be spent in 1988 on three exploration and two development wells on acreage acquired during the second bidding round.

The Houston-based conglomerate became Gabon's fourth oil producer last year when three small offshore fields on the Obando Marine permit went on stream. Output in 1988 should be just under 1m tonnes.

Amoco has met with tough luck in Gabon. It struck oil offshore in the early 1980s. However, the West Ogoendeo field never lived up to expectations. It currently produces only 600,000m tonnes a year, half its previous flow.

The Chicago-based group is launching a \$25m investment programme, to push output back to around 1m tonnes at West Ogoendeo.

Other American oil companies are also intensifying their exploration. Conoco is drilling its first wildcat on the promising offshore Simba block, in which it is partner with Exxon. Sun Oil, after completing seismic studies, is scheduled to begin drilling on its offshore Oyan Marine acreage.

The Dallas-based independent, Triton Energy, farmed out 80 per cent of its interests in Atlantic America West Atlantic Richfield, Petrofina, Tenneco, Sun Oil, Shell and Transworld. Awards are expected this month. Bidding for a number of offshore blocks still remains open.

It was Block B, situated offshore behind Libreville and stretching to the frontier with Equatorial Guinea, that attracted the most attention. The stakes are high for the companies as this is the last acreage available in Gabon before 1992.

Meanwhile, a relatively high level of exploration activity is expected this year. Tenneco, the

Less than two years ago, forecasters said Gabon's oil output would fall to 6m tonnes a year by 1990. The latest projection is double that. Now the onshore territory of this former French territory has become an oil province of considerable potential and a surge in exploration is expected over the next few years, starting with a \$500m development programme for Rabi-Kounga region.

the east of the field hit oil. Drilling has yet to be undertaken on the western side of Rabi-Kounga.

so more good news cannot be ruled out. In addition, just to the north of the Ogoendeo-Dianongo block, also jointly held by the Shell-Elf tandem, two of three drilling rigs were positioned.

Both companies will be intensifying exploration efforts, especially seismic surveys. They are seeking to gather better knowledge of the little explored inland basin. Since they have to relinquish a good portion of their onshore holdings by the end of 1991, Elf and Shell want to retain the zone with the greatest hydrocarbon potential.

A \$500m development programme for Rabi-Kounga is underway. It entails the drilling of at least 53 wells and four gathering stations serving a central production facility. Output is expected to reach 4m tonnes a year by 1990.

Two pipelines are being built to transport the crude to existing facilities. Shell is working on a 90 kilometre line to its installations at Gamba, while Elf will construct a 120 kilometre pipeline to

kilometres of new roads and living quarters for the crews.

The Shell discovery has radically altered the strategy of oil companies in Gabon.

"I am convinced that in the years to come Gabon could again double its level of new reserves," said Mr Dave Norman, director general of Tenneco Gabon.

He is not alone in this appraisal. Ten companies bid to operate on the 14 blocks available in the third bidding round that closed last November.

Among the bidders were Elf, Conoco, Broken Hill Properties, Amerasia, Hess, Atlantic Richfield, Petrofina, Tenneco, Sun Oil, Shell and Transworld. Awards are expected this month. Bidding for a number of offshore blocks still remains open.

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## Japan industry's production climbs by 9.6%

JAPAN'S industrial output in January jumped by 9.3 per cent compared to the same month in 1987, confirming the country's continued economic recovery from the worst effects of the yen's appreciation against foreign currencies, Caria Rapoport reports from Tokyo.

According to government statistics, mining and manufacturing output scored its eighth consecutive monthly increase in January, and the largest gain since November 1984. All industrial sectors reported good growth in the month, apart from transport machinery, petroleum and non-ferrous metals.

The strongest components of Japanese industrial growth in January were computers, air-conditioners, ships, computer games, cement, and other equipment related to the construction industry.

It also said the Government should revise its "strongman" rule with the rule of law, and drastically revise the so-called "temporary provisions during the period of communist rebellion" which to some extent still limit the terms of the constitution.

It added that the Government should seek to rejoin international organisations such as the Asian Development Bank, Gatt, and the International Monetary Fund without concern for the name of the Taiwan delegations.

## US urged to drop UN move over PLO

Washington's allies are joining the call for the US not to violate its treaty with the United Nations by closing the observer mission of the Palestine Liberation Organisation, AP writes. Representatives of the 12-nation European Community, Canada, Australia and New Zealand were among critics.

two months under the state of emergency imposed by the government on Sunday.

The ruling Socialist Party of President Diouf and its predecessor, the Senegalese Democratic Union, have been in power since the country won independence from France in 1960.

Monday's violence appears to have taken both government and opposition parties by surprise, and reflects growing discontent among Senegal's youth. Nearly 50 per cent of the population is under 18.

# S Africa law to stem 'political' cash funds

BY ANTHONY ROBINSON IN JOHANNESBURG

THE SOUTH AFRICAN Government yesterday dealt a further blow to extra-parliamentary opposition by introducing draft legislation to prevent foreign funding of organisations with broadly defined "political purposes".

The proposed law also includes new penalties for the flying of proscribed banners, badges and insignia which could be used to curb the activities of extreme right wing para-military organisations like the Afrikaner Weerstandsbeweging (AWB).

The likelihood of action against the AWB was reinforced later when Mr Adrian Vlok, Minister of Law and Order, announced that the organisation was being investigated under the Internal Security Act following last Saturday's march on the union building in Pretoria by armed and uniformed AWB members.

Mr Vlok was speaking in an emergency debate called by Mrs Helen Suzman, a leading opposition MP, in which she castigated the government for its repression of extra-parliamentary groups and heavy handed treatment of protesting clergymen this week.

The proposed "Promotion of Orderly Internal Politics Bill" will add to the difficulties of extra-parliamentary political and church groups which have relied heavily on foreign financing.

The 17 major opposition groups like the United Democratic Front were banned from effective operation last week. When the latest law comes into effect it is expected to curtail the activities of remaining organisations like the Institute for a Democratic Alternative South Africa founded by Mr Frederik van Zyl Slabbert, former leader of the Progressive Federal Party.

Heavy funding by overseas churches for religious organisations like the South African Council of Churches will also come under closer scrutiny and undermine the stated intention of leading clerics like Archbishop Desmond Tutu to play a greater political role in the struggle against apartheid.

A Alternative South Africa Air Force personnel escaped unhurt when a powerful remote controlled bomb exploded as the vehicle drove through the Johannesburg suburb of Benoni yesterday.

## Group Areas Act defied

SOUTH AFRICA'S biggest company, the Anglo American corporation, has started letting apartments to blacks in Johannesburg in defiance of government threats and a law which is one of the keystones of apartheid, Reuters reports from Johannesburg.

Mr Gerald Leissner, managing director of Anglo American's property division, said yesterday that new tenants in its two Johannesburg residential properties were being taken on regardless of race.

The move brought a swift reaction from Mr Piet Badenhorst, Deputy Minister of Consumer Affairs and Planning, who said it was a crime to defy the so-called Group Areas Act and said there would be prosecutions.

Mr Leissner said Anglo American, South Africa's biggest company and a multi-national conglomerate, was acting for commercial reasons.

"This step has no political connotations at all," he said. The 38-year-old law bars blacks from areas designated for whites.

About 55,000 blacks live illegally in central Johannesburg.

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AMERICAN NEWS

Panama's political pantomime mixes the media and the message

A WRITER in Rolling Stone, the US magazine, recently encapsulated his view of Panama's opposition as "like watching Mom and Dad rioting down at the mall".

After Sunday mass in a residential district church, on the eve of the strike, some 70 well-heeled supporters of the opposition Civic Crusade emerged wearing white, the symbol of the protest movement, chanting anti-Noriega slogans.

David Gardner takes a sceptical look at General Noriega and the well-heeled Civic Crusade opposition

Arturo Delvalle. Last week Mr Delvalle became the fifth civilian president to be shoved aside by the 15,000-strong National Guard since 1982, thus sparking the current episode in the crisis.

Mr Delvalle is now believed to be hiding out under US protection in the Panama Canal Zone. He sends daily

tapes to CNN denouncing the general and his staff as a clique of drugs and arms traffickers who have turned Panama and its strategic waterway into their private estate.

General Noriega prefers to take his chances with CBS. He gave two interviews in recent weeks, punctuated by non-sequiturs and silence, to the non-punches-pulled 60 Minutes programme.

The general appears to have given up trying to rebut the barrage of allegations from Washington, former asso-

ciates, and the two federal grand juries which have indicted him on serious drug charges. Instead, as he digs in, he looks happier with the set-piece photo opportunity.

On Monday night, he went to a rally in the working-class bastion of San Miguelito, going back to the roots planted by his magnetic predecessor, Gen Omar Torrijos.

The 3,000-strong crowd, mostly of poor blacks and mostly ambivalent, was led on by the Torrijos "Fidelity" coalition of left-wing nationalist and former Communist emigrants as the only faction within the PRD capable of providing a civilian support structure for Noriega.

The general let his new, off-the-peg president, former Education Minister Manuel Solis Palma, do the speaking. He called Noriega "a leader of continental magnitude", saying "What we have here is not a general who commands and a president who obeys, but two united friends working together for the good of the people".

Cut to photo opportunity of the two together, the diminutive general holding up the President's arm in a victory salute.

The orchestrated chants mixed "Omar, Omar, not one step backwards" with aggressive demands that foreign journalists "Tell the truth, tell the truth".

Indicators confirm slowdown in US

By Lionel Barber in Washington

THE US Government's main economic forecasting gauge dropped 0.6 per cent in January but an upward revision in the index of leading indicators for December lessened fears of a recession this year.

The decline in the January indicators, sharper than some private economists had forecast, confirms the expected slowdown in the US economy in the first quarter.

However, the bond and equity markets reacted calmly in early trading because the US Commerce Department revised December's figures from a 0.2 per cent fall to a 0.3 per cent increase.

Market psychology in the US has tended to assume that three successive declines in the leading indicators signals an impending recession. After consecutive falls in October and November, December's revised figures had therefore taken on added importance.

A separate Commerce Department report said that construction spending fell 2.9 per cent in January, the biggest decline since a 2.8 per cent fall in March 1987. Last December, construction spending rose 0.4 per cent.

Mr Allen Sinai, a leading US economist with the Boston Company, writing in a recent economic bulletin, said: "Most news on the economy will continue to indicate weakness, keeping the possibility of a recession in play."

Five of the nine leading indicators in January contributed to the fall in the index. The largest negative contributors were average weekly initial claims for state unemployment insurance, building permits and manufacturers' orders for consumer goods and materials.

However, four indicators were positive, with stock prices and money supply making the two largest contributions. These positive signs on the economy have been reinforced by continuing declines in the US unemployment rate and a strong US export performance.

The Reagan Administration forecasts a 2.4 per cent growth rate this year. Some economists believe fears about the fourth-quarter GNP estimate - which suggested a slump in consumer demand and a pressing inventory problem - were exaggerated.

US insurer in toxic wastes plan

By Nick Burack

A BIG US insurer, the Hartford Insurance Group, has proposed a plan to cut radically the cost of cleaning up the nation's 27,000 known toxic waste dump sites by setting up a national agency funded by insurance companies and manufacturing industry.

It is a response to fears among US insurers and industrial companies that cleaning up chemical waste in the US could cost billions of dollars over the next 25 years, much of it in litigation costs.

The Hartford plan would involve creating a body called the Comprehensive Environmental Response Authority (Cera). It was outlined in a paper given recently by Mr Deroy Thomas, Hartford's chairman, to insurance industry executives.

He estimated the cost of reclaiming only the 2,500 worst-polluted sites at between \$75bn and \$125bn. Cera could reduce this because as a "single-source solution" it would make litigation between victims, polluters and insurers unnecessary, he argued.

Run by the US Environmental Protection Agency, Cera would clean up the sites, compensate pollution victims and sue the polluters for its costs.

Brazilian inflation for 1988 likely to be well above target

BY IVO DAWNAY IN RIO DE JANEIRO

INFLATION in Brazil rose to 17.96 per cent in February, up from 16.51 per cent in January, giving the rate its eighth straight increase last year when monthly price rises hit a record 26.06 per cent.

The outcome, slightly better than some had expected, means prices have risen by 351 per cent over the past 12 months. In 1987, Brazilian inflation was at a record 365 per cent for a calendar year.

Initial targets for 1988 aimed at holding inflation to 120 per cent but later unpublished revised estimates by Finance Ministry economists were said to have raised the forecast to 236 per cent. Independent estimates are now giving much higher figures.

Wages concern

However, according to reports from the national statistics institute, IBGE, there is evidence that the inflation rate is slowing as the Government attempts to hold down some key controlled prices.

Concern over the impact of wages on prices has led this week to the Government considering a temporary freeze on salaries, currently increased monthly by a formula linked to inflation over the previous quarter.

Hoechst drugs recalled

By John Barkham in Sao Paulo

BRAZILIAN health officials are recalling nine drugs produced by Hoechst's Brazilian subsidiary because of concerns that the drugs might have been made with blood containing AIDS antibodies.

Hoechst, the West German chemicals and pharmaceuticals group, said yesterday that its products "are not capable of contaminating or infecting" patients, because antibodies do not transmit AIDS.

Last week, state government laboratories in southern Brazil found that the products contained AIDS antibodies and alerted patients for AIDS. That prompted other states to seize the drugs, which include human albumin and gamma globulin, which are all made with blood derivatives.

Mr Simeles Fogaca, a Hoechst executive, said: "The big problem is that the population is easily frightened and does not know the difference between AIDS and the antibodies." Patients taking the drugs will test positive for AIDS for about six months.

Hoechst said the lots found to contain the AIDS antibodies were produced prior to 1986, when AIDS screening became mandatory. The drugs have a shelf-life of five years. Mr Fogaca said blood used before 1985 was rigorously purified and cannot transmit any disease.

Mexico claims success against price rises is within reach

BY WILLIAM ORME IN MEXICO CITY

A MODIFIED Mexican shock plan that went into effect yesterday should succeed in braking inflation in coming months but the gains will be hard to sustain without further painful fiscal corrections, economists say.

As the core of its stabilisation programme, Mexico is freezing the peso's official exchange rate and halting all price rises in state-controlled goods and services, at least until the end of March.

The Government also secured a pledge from merchants and manufacturers to hold down prices not subject to controls. Mexico's leading private business association, signing an anti-inflation pact with labour and government officials on Sunday, promised not to pass on to consumers the cost of an across-the-board 3 per cent wage raise granted under the programme.

Mr Gustavo Petricoli, the Finance Minister, said prices would be pushed up by about 3 per cent in March, down from February's 8 per cent and January's record 15.5 per cent leap in inflation. By April, he and other officials asserted, inflation would virtually cease.

More guardedly, several independent economists predicted inflation would climb in early trading yesterday. Mexico's volatile stock market greeted this news with a buying burst on Monday that pushed the index up 12 per cent, its fourth highest one-day rise in a year. The index continued to climb in early trading yesterday.



Petricoli, optimistic

important result of the new programme, nominal interest rates will drop by an unparallelled 40 or 50 points this month, officials said.

Mexico's volatile stock market greeted this news with a buying burst on Monday that pushed the index up 12 per cent, its fourth highest one-day rise in a year. The index continued to climb in early trading yesterday.

Mexico in recent weeks has announced austerity measures, including the accelerated sale of money-losing state industries. The so-called primary budget surplus, opening as measured directly against income - has

WORLD TRADE NEWS

Cars chief warns of S Korean EC imports 'flood'

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT, IN GENEVA

THE rising tide of car exports from South Korea is creating a tremendous imbalance in world car markets, Mr Jack Smith, president of General Motors Europe, one of the big six European volume carmakers, warned yesterday.

Speaking at the Geneva Motor Show, he also called for greater progress to be made in opening up the Japanese car market to European exports before car import controls were eased in Europe.

He also announced plans for a big export drive by Opel, GM's West German subsidiary, into the Japanese car market.

GM is to use Isuzu, its minority-owned Japanese associate, to distribute Opel cars built in Europe, starting in 1989.

Opel now exports only around 500 cars a year to Japan, but Mr Dick McGill, GM Europe executive director, said Opel was aiming to sell 10,000 cars a year in Japan through its new offensive.

"We have no intention of stopping at 10,000," he said. "South Korean vehicle production jumped to nearly 1m vehicles last year and major investment in additional capacity could take output to 2m units a year by the early 1990s."

Mr Smith said: "The European Commission should be concerned if these cars are going to flood into Europe. There does not seem to be any recognition that this is going to be a big problem."

He said it was difficult to determine a clear strategy for future imports into Europe from new producing countries such as Korea or Taiwan, but warned that "extremely high investments" in the European car industry could be put at risk.

Fewer foreign collaborations in India

BY JOHN ELLIOTT IN NEW DELHI

THE number of foreign collaborations for industrial projects approved by the Indian Government fell last year for the second year running to 653. A record figure of 1,029 was reached in 1985 when Mr Rajiv Gandhi, the Prime Minister, had just launched his policies of industrial and economic liberalisation.

Government figures for 1987 also confirm the growing importance of the US as India's leading industrial collaborator, replacing the UK. The US has struck more new deals than any other country each year in the 1980s, followed by West Germany and the UK.

Now it has almost overtaken the UK in the cumulative total since counting started in 1967, reaching 2,290 collaborations compared with 2,284 with the UK, 2,058 with West Germany, and 1,041 with Japan.

The decline in the total number of technical and financial collaborations is a result partly of loss of some impetus in Mr Gandhi's policies, as well as of growing international uncertainty about the future direction of the policies which have failed to remove cumbersome blockages in the Indian bureaucracy.

Japanese companies, having almost completed a series of tie-ups in the automotive and other industries, are proceeding more cautiously on new projects. Japan's total collaborations rose

from 27 in 1981 to 108 in 1985 and a record 111 in 1986, and then fell to 71 last year.

The number of collaborations with West Germany fell from 139 and 183 in 1985 and 1986 to 149 last year. This figure may climb again following a major exhibition of 270 German engineering, electronics and other companies called TechnoIndia '88, which is to be staged in New Delhi this month. The UK total fell to 122 from 130 in 1986 and 147 in 1985.

The US is the only major counterparty to have surpassed its collaboration total of 1986 in 1987, with 1,029 last year, virtually the same as the 197 total in 1985. Encouraged by the US Govern-

Disputes sour the prospects for EC-Arab trade

BY ANDREW GOWERS, MIDDLE EAST EDITOR

THE climate for trade between the European Community and the Arab world will continue to be soured by disputes arising from protectionism and enlargement of the EC well into the 1990s, according to a report by the Economist Intelligence Unit.

Outlining the way in which the trade balance between the EC and Arab states shifted dramatically in favour of Europe in the early 1980s, it suggests that the Community's ability to sustain exports to the Arab world - let alone to expand them - will depend to a significant degree on the trade and credit it offers and on its own openness to processed Arab goods. This is especially important, the study argues, in view of stiff competition in key Middle Eastern markets from Far Eastern suppliers.

The report, written by Mr Rodney Wilson, a lecturer in the economics of the Middle East at Durham University, also reaches the somewhat surprising conclusion that Egypt may overtake wealthy Saudi Arabia as the biggest Arab buyer of European goods by the end of the century.

It says Egypt's imports from the EC had risen by about 3.5 per cent in 1987 and could show average annual growth of around 6 per cent between now and 1992.

Its large and rapidly growing population would provide a "substantial impetus to the country's import needs" in contrast with Saudi Arabia's maturing consumer market.

But the study's main focus is the series of disputes between the EC and Arab states over specific trade issues, including: The continuing row over EC tariffs on Gulf petrochemical exports. The report cites the Gulf producers as accusing the EC of imposing more protectionist tariffs in 1987.

Arguments with North African states connected with the accession of Spain and Portugal to the Community and covering issues ranging from agriculture to textiles.

The main problem, according to the report, is the absence of any lasting forum for discussion of commercial issues between the two sides, given the short-lived nature of the Euro-Arab dialogue launched in the 1970s.

Euro-Arab trade: prospects to the 1990s. EIU regional forecasts series; ESI from EIU, 40 Duke St, London W1A 1DW.

EC steel additive probe urged

BY WILLIAM DAWNAY IN BRUSSELS

EUROPEAN producers of low carbon ferro-chromium, an additive used in making stainless steel, have asked EC trade authorities to open an inquiry into allegedly unfairly under-priced imports of the material from South Africa, Turkey and Zimbabwe.

The exporters involved have already been paying price undertakings - bank guarantees to bring their own prices more in line with EC competitors - for the past five years, but these are due to expire in June.

The European Commission said yesterday that it is to launch a fresh inquiry into possible dumping of low carbon ferro-chromium in response to complaints from EC producers that imports from South Africa and Zimbabwe were being sold in Europe at up to 49 per cent below their price at home. The existing undertakings have therefore proved to be increasingly inadequate, they told Brussels.

According to the EC producers, the three countries involved boosted their share of the EC market from 89 per cent to 75 per cent, up from 81,000 tonnes to 34,000 tonnes, between 1984 and 1987, while Community production fell from 42,000 tonnes to 35,000 tonnes. EC capacity utilisation meanwhile fell from 74 per cent to 61 per cent, at which level the industry is "suffering severe financial losses", says the complaint. The Commission has given all involved 30 days to put their arguments before deciding whether to impose anti-dumping levies.

An agreement with McDonnell Douglas on production, technological and marketing collaboration over future airliner projects would reduce Airbus manufacturing costs by transferring some output to the US and through greater economies of scale.

Further, it would take the wind out of American complaints that subsidies for Airbus were enabling the Europeans to steal market share.

Japan computer exports fall

BY WILLIAM DAWNAY IN TOKYO

JAPAN'S shipments of personal computers in the last quarter of 1987, including domestic sales and exports, fell 11 per cent year-on-year in volume terms to 663,000, according to the Japan Electronics Industry Development Association, Asuter reports from Tokyo.

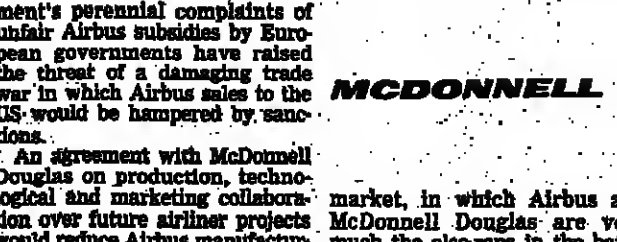
In value terms they rose 13 per cent to ¥190,300m in the quarter, but the same was true because of an increase in shipments of more expensive machines.

David Marsh looks at the reasons behind Airbus plans to seek collaboration with McDonnell Douglas Rival airliner makers prepare to gang up on Boeing



AIRBUS Industrie will face considerable turbulence in coming months as it tries to carry out yesterday's political mandate on collaboration with McDonnell Douglas of the US.

The governments of West Germany, France, Britain and Spain, the main paymasters of the four-nation aircraft manufacturing consortium, have been driven by a variety of political and economic factors to push Airbus into full-blooded collaboration talks with the US manufacturer.



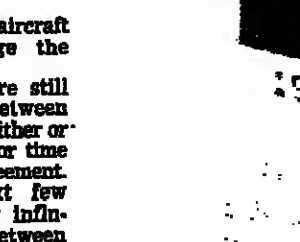
The fall over the past two years of the dollar, the currency in which international airline sales are denominated, has exacerbated Airbus's financing problems. Its manufacturing costs are mainly in European currencies, while its income is in dollars.

European governments' views have also, however, been strongly influenced by a more structural analysis of the long-term shape of the airliner market, in which Airbus and McDonnell Douglas are very much the also-rans in the battle with Boeing.



As one French official said yesterday, it is natural that the number two and three forces in the world airliner market should explore the basis for collaboration against the number one player which accounts for around 70 per cent of airliner sales.

A consensus yesterday came to the surface among the four Airbus governments that, just as world aero-engine makers com-



high-capacity long-haul aircraft which would challenge the Boeing 747 head-on.

However, memories are still alive of past contacts between the two groups in which either or both have tried to play for time rather than reach any agreement.

China boosts investment

CHINA yesterday announced a big increase in investment abroad and plans for a joint investment with the Soviet Union and East European countries.

The Economic Daily reported that in 1987 China sent 124 companies overseas with a total capital of \$1.3bn, of which China's share was \$350m. These included projects in gold and iron

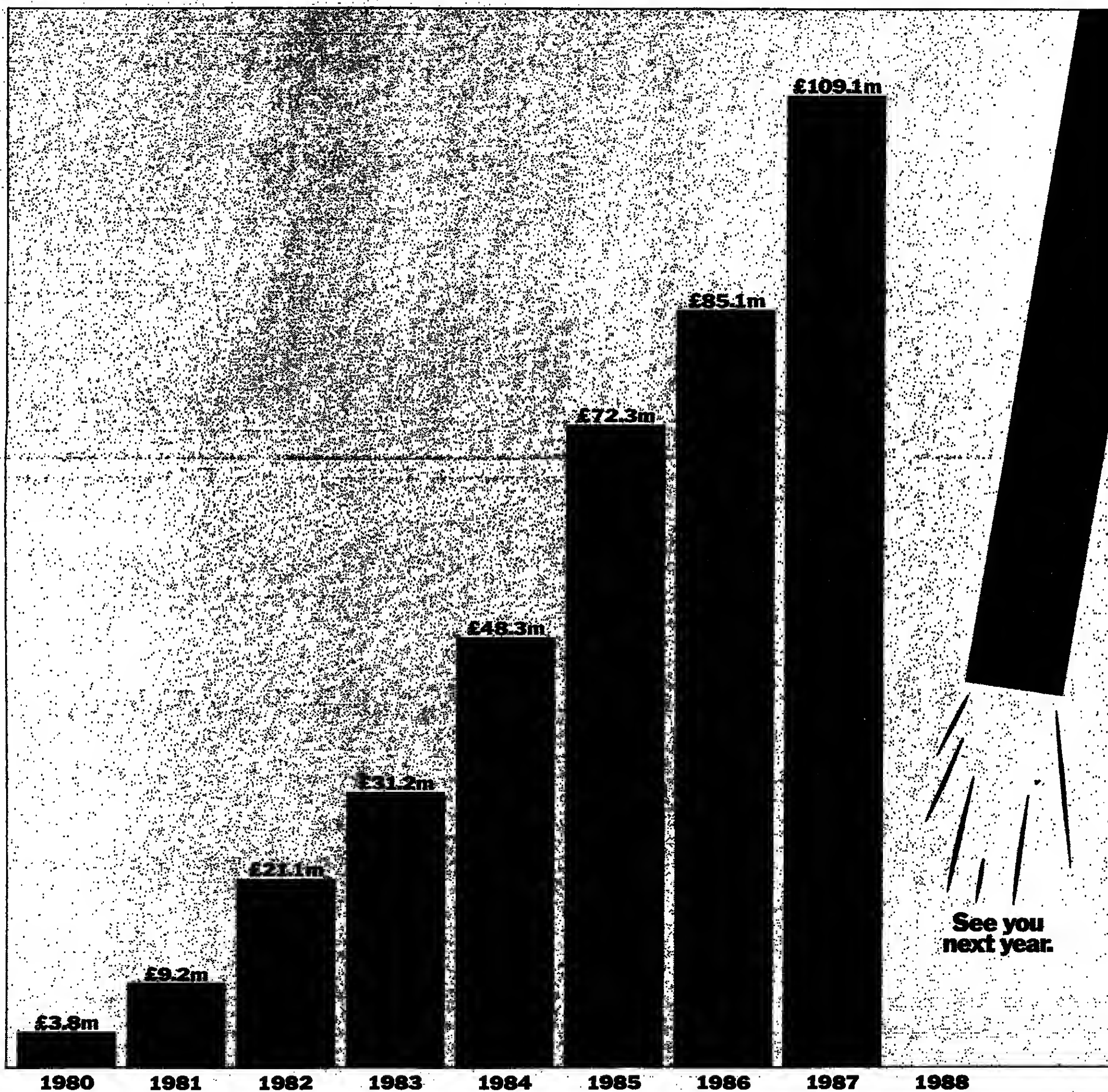
mining, dyeing, rubber and aluminium refining.

Peking says foreign investment is vital to its strategy of joining the world economy and making up for years lost during China's political campaigns.

The Economic Daily said China was discussing joint investments with the Soviet Union and countries in East Europe and with nations with which it has no diplomatic relations.



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ness made good progress. Sales were up over 35%."

If you would like further information, or a copy of the 1987 Annual Report, (available in April) please write to: Group Public Affairs, Fisons plc, Fisons House, Princes Street, Ipswich IP1 1QH, Suffolk.

# FISONS



UK NEWS

# All-party MPs urge extra £1.5bn for health service

BY ALAN PIKE, SOCIAL AFFAIRS CORRESPONDENT

A HOUSE of Commons committee of members of parliament from all parties yesterday unanimously urged the Government to invest about £1.5bn more in the National Health Service during the next two years, the latest challenge to the Government's policy on the health service's funding crisis.

"We believe our recommendations represent, at a time when the economy is buoyant, a realistic programme which will bring the NHS back up to scratch and restore the morale of its staff — who represent the most fundamental and essential resource of the NHS," said the Social Services committee in its report.

Evidence collected while preparing the report, said the committee, convinced it that there are "grounds for serious concern" about the levels of service which the hospital sector will be able to maintain in 1988-89.

Mr John Moore, the Social Services Secretary, immediately took issue with some of the committee's specific recommendations which stressed that there would be "no blank cheques" for the NHS. But health service organisations were quick to rally round the committee, which concluded that the NHS has suffered a cumulative funding shortfall of £1.86bn since 1980-81.

Both the British Medical Association and the National Association of Health Authorities said the report supported their view that the NHS needs an immediate injection of extra money.

Mr Robin Cook, the Labour opposition's social services spokesman said the report showed that "the Government cannot convince even their own backbenchers (members of parliament) that our hospitals are properly funded."

The committee makes four specific recommendations which, taken together, would cost about £1.5bn in the next two years.

- The Government should commit itself to fund fully NHS pay settlements which it agrees in 1988-89;
- The Government should make whatever finance is necessary to cover inflation and enable a 2 per cent development in services to take place in 1988-89;
- A £26m shortfall in funding of

pay and price inflation in 1987-88 should be "made good forthwith" by the Department of Health and Social Security, and a further sum of not less than £1bn should be allocated over the next two years to specific priority developments;

- Urgent attention should be given to improving measurements of the NHS' effectiveness.

Mr Moore described the committee's call for an extra £1bn as arbitrary, and said the proposed £50m to cover pay and price inflation in 1987-88 failed to take account of the additional £75m promised by the Government in December, or of resources generated by cost-improvement efficiency savings.

But the committee's recommendations will add to the pressures on Mr Moore, particularly as its Labour chairman, Mr Frank Field, has succeeded in carrying a Conservative majority with him to produce a unanimous report.

Reinsurance the NHS: Short Term Issues Social Services Committee HMSO £4.20

# Haughey criticises UK policy in Ulster

By Kieran Cooke in Dublin

THE IRISH Prime Minister, Mr Charles Haughey, has launched a strong attack on British security policies in Northern Ireland and defended his Government's right to investigate border shootings.

Mr Haughey, in what is considered one of his strongest statements on Ulster since coming to office 12 months ago, told the Dail, the Irish Parliament, that the circumstances surrounding the shooting of Mr Aiden McAneaspie near a border checkpoint in the north 10 days ago were suspect.

Mr McAneaspie, aged 23, was shot dead as he walked about 300 yards from an army post. A British soldier charged with unlawful killing has described the shooting as an accident.

After the shooting Mr Haughey set up the Republic's own police inquiry, an action which caused deep resentment among Unionists in the north and anger within the UK's Northern Ireland Office.

Mr Haughey said incidents along the border were a matter of legitimate interest to the Republic. An inquiry by the Irish police, the Gardai, was obviously necessary, he said.

This was particularly so in view of the recent controversy over the alleged "shoot-to-kill" policy among Royal Ulster Constabulary officers and the shadow that had cast over the credibility of future investigations of fatal incidents involving the security forces in Northern Ireland.

"It is this Government's view that not only are the Gardai absolutely entitled to conduct this inquiry to provide information on the killing but that they have a duty to do so," said Mr Haughey.

He also defended the Dublin Government's decision to hold, at the request of the family, a second post-mortem on the body of Mr McAneaspie.

The Irish Prime Minister said recent events had created the impression that the security forces in Northern Ireland were above the law. "Any such impression among the public in Northern Ireland must have disastrous consequences," said Mr Haughey.

Mr Haughey was also scathing about the release from prison after serving only 3½ years of a British soldier who was convicted of a murder in Belfast.

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# Abbey National woos current accounts with £100 cheque card

BY DAVID BARCHARD

ABBEY NATIONAL, Britain's second largest building society with assets of £27bn, has launched a drive to win current account customers from the four leading clearing banks.

It has invested heavily in expensive paper-based money transmission methods so that from Monday its current account holders will be offered more incentives than those of any other building society or bank.

To woo current account depositors from its rivals, Abbey is offering the first £100 cheque guarantee card and a promise that the only charge imposed will be a flat rate £7.50 on bounced cheques. It will pay a minimum of 4 per cent on all accounts in credit, rising to between 6 per cent and 7 per cent for balances of £2,500 or more.

The society says 500,000 customers have opted for the new account. It expects 700,000 fairly

soon, but is not expecting the current account scheme to make a profit for at least 18 months.

The only comparable building society cheque account is the Nationwide Anglia "flex account," launched last May. The Abbey current account will offer a higher rate of interest to depositors at the low end of the market, under £500.

Abbey realises that current account business is a better base for selling financial products other than mortgages, especially for a society which seems to be moving closer to shedding its mutual status and becoming a company with a banking licence.

Abbey has a cheque clearing house in the City and is to join the Cheque and Credit Clearing Co., the association of cheque clearing banks. Most building societies, including the Halifax, Abbey's main competitor, have

banked at the cost of paper-based transmission.

In its eagerness to enter the current account business, the Abbey is taking risks. Until now the clearing banks have fought shy of issuing cheque guarantee cards over the £50 limit, unchanged since 1977, because of the prevalence of fraud.

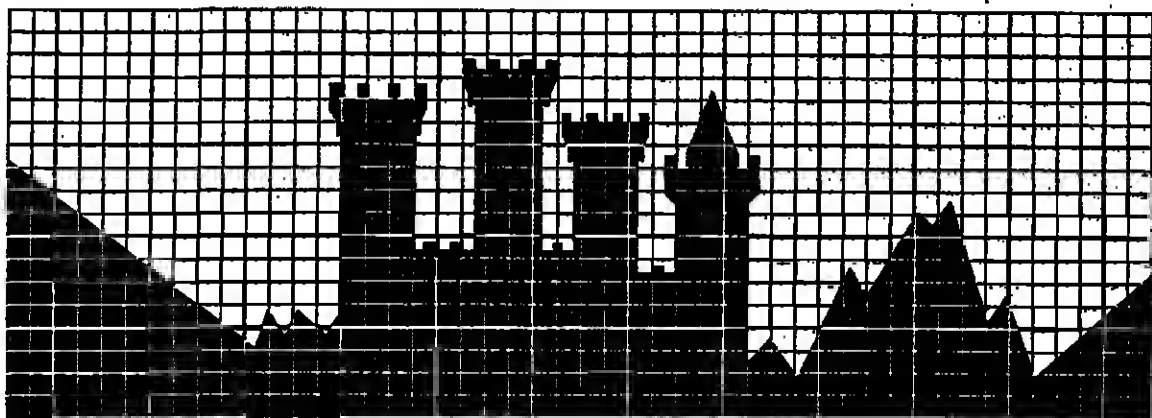
Customers qualifying for the Abbey's £100 cheque guarantee card will have to earn more than £10,000 a year or have a monthly inflow of £500 to their account.

Overdraft facilities of up to £1,000 will be available for the ordinary current accounts, though not for the high rate interest accounts for which a minimum balance of £2,500 will be needed.

Authorised overdrafts will incur 1.5 per cent (annualised at 19.5 per cent) interest and authorised ones 2.2 per cent (annualised at 29.8 per cent.)

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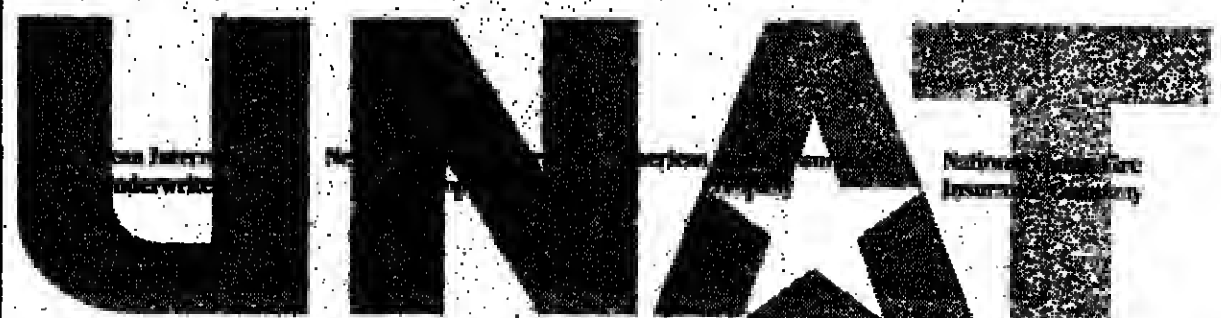
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## Space centre's future in doubt after retirement

BY PETER MARSH

THE FUTURE of the British National Space Centre appears to be in doubt following the Government's failure to appoint a successor to Mr Jack Leeming, the centre's director-general, who retired on Monday.

The centre, with a staff of 200, was yesterday in the charge of Mr Cliff Nicholas and Mr Ken Inglis, two directors, neither of whom has been appointed acting head.

Observers believe the Government may be considering the long-term future of the agency, staff of which have been in heated dispute with ministers over increases in the centre's funding.

Another argument concerned the Government's failure to publish the centre's policy proposals drawn up last year after extended discussions with industry.

It is thought the Government is likely to appoint in the next few weeks a temporary head for the agency from the civil service.

This could be a prelude to closing the centre and transferring staff to other government sectors, such as the Trade and Industry Department.

The centre, which has a base in London and technical establishments around the country, was set up three years ago to co-ordinate Britain's space activities.

Mr Roy Gibson, the centre's first director-general, who was previously head of the 13-nation European Space Agency, resigned

In August after Mr Kenneth Clarke, Trade and Industry Minister, refused to agree to his plan for a doubling of Britain's civilian space budget of about £110m a year.

The centre is responsible for administering most of this money but has no direct say over the budget, which is provided by other Whitehall departments.

Mr Gibson argued that this was an anomaly and that the centre ought to be given its own budget as a free-standing part of government.

When Mr Gibson left, Mr Leeming, previously his deputy, took over and was persuaded to stay on after his planned retirement date at the end of last year.

Staff at the centre are worried that no announcement has been made about Mr Leeming's successor. Morale has also been hit by the Government's refusal to permit Britain to enter several European space projects.

An official for the centre said people were being interviewed for the post of director-general.

"There will be a new director-general but I can't say when he will be announced."

Britain's space industry remains nervous about the centre's future. Mr Pat Norris, marketing manager of the space division of Logica, the software company, said: "We feel the agency has a useful role to perform and it would be bad to wind it up."

## Halfords to double number of superstores

By John Griffin

WARD WHITE, the retailing group, has doubled to 200 its planned number of Halfords motor parts and accessories superstores.

The decision, which will bring total investment in the superstores operation to more than £100m, is expected to create 3,000 extra jobs.

It follows the success of the 82 superstores already operating, mostly on edge-of-town sites, which employ more than 1,500.

The superstores are perceived as entirely complementary to Halfords' chain of 360 high-street outlets, which mainly sell smaller budget motor and cycle parts and accessories.

The superstores sell parts as large as body panels and replacement engines and gearboxes, while many also offer car servicing.

The first outlet was opened in 1986 as part of what was then envisaged as a £50m investment, leading to a nationwide chain of 100 superstores within three or four years.

However, according to Mr Ian Staples, managing director of Halfords, which is based in Redditch, the first stores have performed better than expected, leading to more and faster expansion.

Ward White hopes to have the 200-strong network in place by 1990-91.

The second 100 stores are expected to lead to the creation of employment for 1,000 mechanics and 2,000 other jobs.

Previously, the stores have concentrated their servicing operations on simple, fixed-price servicing. Now, however, it is intended to broaden the activity to include areas such as clutch and tyre-fitting.

Halfords' move appears likely to increase competition sharply in what is already a highly competitive automotive aftermarket in which profits have long been under pressure.

However, the size of the sector - variously estimated at between £3bn and £3.5bn a year - has made it attractive for the mass retailing groups to take on the traditional garage trade.

Woolworth's B & Q operation is also developing a national chain of similar outlets.

Both are in competition with "fast-fit" specialist companies.

Nick Garnett examines the culture clash revealed by a lift truck takeover

## Swedish facelift revitalises Coventry Climax



Kalmar: driving to become a more powerful force in lift trucks

ANYONE who has spent time tramping around Britain's engineering factories knows at least two things.

The first is that a great many are dirty, dishevelled and in desperate need of having money spent on them. The other is that a lot of truth - but also a lot of hokey - is written about the yawning culture gap between British and Japanese manufacturing. The real gap is between Britain and the rest of the advanced world.

One example of the clash of cultures even within Europe is the former Coventry Climax lift truck company. Finding itself in dire straits in 1986, it was purchased from the receiver that December by Kalmar, the Swedish materials handling and engineering group.

Since then, a Swedish imprint is slowly if not remorselessly being stamped on what is now Kalmar-Climax. It appears to be working. Output is rising steeply, but not without some suspicion on the part of the labour force.

Some of the changes are immediately visible to the visitor. The smart new reception with pine and leather furniture, rock fountain and flowers is a breakthrough in the normally dowdy heavy engineering sector, particularly in an industrial area such as Sandy Lane, Coventry, just up the road from Jaguar.

After inserting £2m of new capital in the business and another £3.7m of direct investment, the Swedish influence is making its mark in more fundamental areas. This is affecting shopfloor organisation, training and the reintroduction of apprenticeships, component rationalisation and internal

communications.

It has also led to the virtual scrapping of personal secretaries for managers and the banning of fish and chips in the offices. "The paper makes too much of a mess," said Mr Sven Jangemyr, the manufacturing director brought to from Sweden.

Mr Jangemyr, sitting, casually dressed, in front of his IBM terminal, does not pull the punches when talking about Kalmar's feelings when it took over the company, particularly the state of the shopfloor. "We were shocked. It was a mess. It was awful."

However, the Swedes are to no doubt that Kalmar-Climax will make a large and profitable contribution to Kalmar's drive to become a more powerful force in lift trucks. It broadens its truck range with Coventry-Climax's well-respected models, gives it some good engineers and gets the

Swedes into the UK market, one of the biggest in Europe.

Mr Tony Sprout, the Kalmar-Climax managing director who was marketing manager before the Swedes took over, said: "We are a European company now. Before we did not know where Europe was."

With the benefit of tapping into Kalmar's existing dealer network in Europe, Mr Sprout said Kalmar-Climax would make about 1,400 of its one to six tonne trucks this year, up 40 per cent on 1987, with a target of 1,700 trucks next year.

At the moment it has about 10 per cent of the UK market for trucks in its range. Total sales last year were £30m and employment has risen from 460 to 620 since the Kalmar takeover.

A study is under way on how engineering and component supply in Coventry and in Sweden, where Kalmar makes bigger lift

Production changes were made and a new range of Conquest trucks introduced. But little money was put into the company. Some managers say Coventry Climax had always been used as a training ground for BL managers who would then move onto another BL division.

One manager said: "There was no management stability." This appears to have continued after 1981. If Sir Emmanuel came onto the site, no one can remember. The company almost got to break even but was losing heavily again in 1986.

Some of the Coventry work-force finds the Swedish management style a bit too autocratic. However, there is management stability now and things are happening.

Since the Kalmar purchase, some of the buildings have been refurbished and attractive cladding introduced on outer walls. Two subsidiary sites have been closed and production concentrated onto one site.

Kalmar, part of the state-owned Procordia group, has introduced a computer-based data system and will soon introduce advanced warehousing equipment from its Larf subsidiary in West Germany.

Two truck models have had facelifts and a new 1.25 tonne truck, the Bjou, has been introduced to take on the Japanese. Mr Jangemyr said inadequate shopfloor hoisting equipment and tooling has been replaced.

It looks as if many more changes are to come. Mr Sprout added: "There is still a lot to do. There are big gains to be made on developing world truck designs."

## Cardiff seeks to hold Commonwealth Games

BY ANTHONY MORETON, WELSH CORRESPONDENT

CARDIFF USED St David's Day yesterday to launch its attempt to hold the 1994 Commonwealth Games.

The official application was presented to Mr Peter Heatly, chairman of the Commonwealth Games Federation, at a gathering in London which included a dozen high commissioners.

In Cardiff Mr John Reynolds, leader of Cardiff City Council, admitted that the British Government's attitude towards sanc-

tions against South Africa could work against the city.

Applications to host the 1994 Games close on March 14. The only other declared candidates are Victoria in Canada, and New Delhi. The decision will be made at in Seoul during the Olympics.

Sir Cemydd Traherne, chairman of the Commonwealth Games Council for Wales, said £140,000 had been raised towards the £170,000 cost of mounting the bid. The games are expected to cost £50m to stage in Cardiff.

## Retail sales 'set to top £101bn'

BY MAGGIE URBY

UK RETAIL sales will rise by 7.5 per cent to reach £101.7bn (excluding VAT) this year, according to a forecast by Corporate Intelligence Group.

The group was formed by a management buy-out from the Economist Intelligence Unit in 1984.

Its forecast suggests that sales volumes will rise by 5.4 per cent over 1987. That would represent only a slight slowing in growth from the buoyant levels of the last three years.

Some forecasters are expecting a sharper end to the retail boom. Within the retail market, the report argues, the fastest growth

will be seen in the clothing and footwear sector, with a sales gain predicted at 9.4 per cent by value and 7.5 per cent by volume. Womens wear will outperform menswear, it says.

Food stores, which saw lower sales gains than other retailers during 1987, are expected to increase their rate of growth in 1988 with gains of 7.5 per cent by value and 4.2 per cent by volume.

The group's Retail Research Report will be published 10 times a year. It aims to provide readers with easily digestible statistics with analysis and forecasts. Recent developments in the sector will be discussed.

Each report will also analyse one of the five retail sectors - food, clothing and footwear, household goods, specialist non-foods, and mixed goods - thus covering each twice a year. Three companies will be profiled in each issue - in the March edition they are Allebone & Sons, Sock Shop International and The Rack.

The report, launched yesterday, will cost £495 a year. Included in the price is the use of the group's telephone enquiry service.

Corporate Intelligence Group, 51 Doughty Street, London WC1N 2LS. Telephone 01-405 2222.

## Engineers 'should be given opportunity as managers'

BY MICHAEL SKAPINKER

BRITISH employers should give greater numbers of engineers the opportunity to become managers, the Engineering Council said in a report published yesterday.

The report says the training and experience of engineers makes them particularly suited to managerial roles.

"Engineers are taught to quantify and to measure, to appreciate the degree of accuracy of information, to understand that there often has to be a trade-off between conflicting requirements.

"They know that decisions have to be taken to a time scale, that the product must be reliable and meet the customer's needs."

It says many other industrial countries appear to have a higher proportion of chief executives with a technological background.

Rapid development of technology meant directors and senior managers had to be able to understand the company's product and processes.

Management and Business Skills for Engineers, Engineering Council, 10 Maltravers Street, London WC2R 3ER, free.

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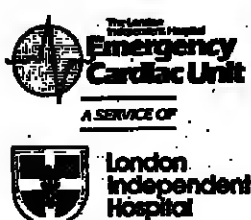
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it is the unobtrusive attention to individual service. Perhaps it is its prime location in the centre of Hong Kong with immediate access to major business houses and luxury goods shops. Perhaps it is the superlative accommodation with balconied rooms and harbour views. But one thing is certain, it's again been nominated as the best. And that says it all.

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UK NEWS

Call for curbs on concentration of retailers' power

BY SIMON HOLBERTON

BRITAIN is approaching a situation in which the concentration of retailers' power could become a serious problem and may restrict consumer choice, says a study of the consumer goods industry.

McAlpine to share £200m Docklands contract

By Andrew Taylor

SIR ROBERT McALPINE, the British construction group, and Ellis Don, Canada's biggest commercial builder, have jointly won the contract to manage the construction of Europe's tallest office block on the Isle of Dogs in London's Docklands.

Imports 'would close Scots coal pits'

BY MAURICE SAMUELSON

BRITISH COAL yesterday asked an Edinburgh court to save its 1987-88 year market in Scotland from the imminent threat of large-scale coal imports into power stations.

His counsel, Mr Ronald MacLean, argued that its longstanding arrangements with British Coal did not constitute a binding contract such as would deter it from taking alternative supplies.



Malcolm Edwards: no alternative to court action

judge asked: "They set up mines with no conceivable other outlet, merely on the hope of selling it?" Mr MacLean replied: "There was no contract of any kind."

Virgin aims to undercut BA on two US routes

By Michael Domec, Our Aerospace Correspondent

VIRGIN ATLANTIC Airways, owned by Mr Richard Branson, plans to start flights between Gatwick and Los Angeles in the spring, and to Kennedy, New York, in the early summer, at fares that will significantly undercut rival British Airways routes.

UK Provident makes financial recovery

BY ERIC SHORT

UNITED KINGDOM Provident Institution, the mutual life company in financial difficulties two years ago, is much healthier following its operational merger with Friends' Provident Life Office.

company to maintain its reversionary and terminal bonus rates at the interim rates that have been applied over the two years from the end of 1985.

bonuses for life policies and 65 per cent on pension contracts. However, these rates are 10 per cent lower than those declared after the 1985 valuation of the life funds - rates that Mr Cotton asserts were unsustainable in view of UK Provident's then financial position.

Friends' Provident in the form of an operational merger, with Friends' Provident managing UK Provident.

Bullish growth forecasts but trade causes concern

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

BRITAIN'S independent economic forecasters have become more confident about the prospects for economic growth this year but are increasingly pessimistic about the outlook for the trade position.

School to the City securities companies Phillips & Drew and Goldman Sachs are also confident that the Government can combine a sizeable Budget tax cuts with a surplus on its public sector borrowing requirement.

BTR finance director moves to BT

By David Thomas

BRITISH TELECOM has gone outside the company for its first group finance director.

Barclays plans service for medium-sized businesses

BY CHARLES BATCHELOR

BARCLAYS BANK yesterday announced a network of 225 specialist business centres intended to provide a more sophisticated service to commercial customers than would otherwise be available from its 2,800 local branches.

in credit a fixed-fee overdraft of up to £2,000 to new or existing small business customers, fixed-rate business overdrafts of up to £15,000, and a range of insurance packages.

Midland Bank pioneers export financing scheme

BY PETER MONTAGNON, WORLD TRADE EDITOR

MIDLAND BANK yesterday became the first of the UK clearing banks to introduce a revised scheme for financing short-term exports backed with an official guarantee from the Export Credits Guarantee Department.

response to the new regime. Under the new Midland facility, exporters will for the first time be able to obtain short-term finance while continuing to manage their own ECGD policy, rather than using as at present the umbrella of the bank's own policy with ECGD.

ECONOMIC OUTLOOK table with columns for 1987, 1988, 1989 and rows for GDP growth, inflation, unemployment, PSBR, and current account.

Nomura wins gilts licence

BY ALEXANDER NICOLL, EUROMARKETS EDITOR

NOMURA SECURITIES is the first Japanese securities house to be notified by the Bank of England that it will obtain a licence to act as a primary dealer in the UK government securities market.

Intense competition. Nomura is still building a team to operate in the gilt-edged market. It has said that it aims to have a staff of 20, including the back office, and that it has so far assembled a team of about a dozen. The primary dealership is not likely to become effective for another month or two.

Time for a genuine supply-side Budget

Bill Robinson, director of Institute of Fiscal Studies, advises the Chancellor on which way to jump

MODERN supply siders are nervous about believing in incentives, deregulation and competition. Old-fashioned supply siders believe in the importance of investment to expand capacity and create jobs. The 1988 Budget should be a producers' Budget, uniting both strands of thought.

Public call box service 'improving'

By David Thomas

BRITISH TELECOM is beginning to improve its public call box service, according to the latest monthly survey carried out jointly by the company and the Office of Telecommunications, the industry's regulatory body.

Lawson urged to start radical reform of family tax

BY PHILIP STEPHENS

A CALL for the Government to treat independent taxation of husbands and wives as the starting point for a much more fundamental overhaul of family tax and property law was made yesterday by the Independent Institute for Fiscal Studies.

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Property and Marriage: An Integrated Approach

IPS, 180 Tottenham Court Road, London W1P 8LE. £10 (25 to IPS members).

during the marriage would belong to both spouses and there would be legal co-ownership of the family home. The tax and social security regimes would be modified to reflect this system of "community" property, with the resultant clarification of ownership rights easing the transition to independent taxation.

Bill Robinson, director of Institute of Fiscal Studies, advises the Chancellor on which way to jump

going about this and he should have the courage to do both. Make people worse off by extracting a lump sum from them (e.g. by restricting the value of the tax relief from personal allowances to the basic rate) and they will work harder to replace the lost income. Offer them a higher hourly rate for the extra effort (e.g. by cutting the higher rates) and they will work harder still.

Lawson urged to start radical reform of family tax

existence of new forms of wealth such as pension rights. The present legal system attempts to deal with the problems by leaving much to judicial discretion in the case of divorce and to some extent even on death.

Public call box service 'improving'

BRITISH TELECOM is beginning to improve its public call box service, according to the latest monthly survey carried out jointly by the company and the Office of Telecommunications, the industry's regulatory body.

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# APPOINTMENTS

## Mercantile Group restructured

Following restructuring of the MERCANTILE GROUP, the executive directors are: Mr Stuart Errington, chairman and chief executive; Mr Stan Buckley, managing director; Mr Tom Clark, finance director; Mr Brian Hassell, business director; and Mr Ronnie Jones, resources director. In the subsidiaries: Mr Peter Moore and Mr Roy Simblet have been appointed directors of Mercantile Credit Co.; Mr Moore is responsible for support services and risk assessment, and Mr Simblet will control the branch network. Mr Geoffrey Reynolds becomes business administration director of Barclays Mercantile Business Finance. Mr Tony Gamble has been appointed a director of Mercantile Services, with responsibility for the contract hire, daily rental and fleet management subsidiaries; and Mr Michael Sheeran has been made a director with responsibility for motor and commercial vehicle distribution subsidiaries. Mercantile Group, a member of the Barclays Group, is a newly-formed holding company which provides assets for business and personal customers through finance, rental and distribution.

**TAYLOR YOUNG INVESTMENT MANAGEMENT** has appointed Mr William W. Darley as a senior manager and finance officer. He was with Arthur Andersen & Co.

Mr David G. Lacey, deputy chief executive, and Mr W. Alan Prescott, financial controller of the Co-operative Wholesale Society, have been appointed directors of CROWNGAP. The CWS is taking over the 45 per cent shareholding previously held by its subsidiary, the Co-operative Bank, which has backed Crowngap since its foundation. Mr Chris Buck and Mr Peter Layhe, the bank's representatives on the Crowngap board, have resigned.

Mr Roger Warman has been appointed sales and administration director of PLUS TWO, Slough.

Mr Martin Morton has been appointed director of the OIL AND CHEMICAL PLANT CONSTRUCTORS' ASSOCIATION.

succeeding Mr Tom Garfit. Mr Morton was assistant director.

Mr Christopher Thompson has been appointed a main board director of THE PLESSEY COMPANY. He was a consultant in the area of international strategic marketing.

BOSYS has reorganised its senior management. Mr David Firnberg has been appointed executive chairman. He is succeeded as managing director by Mr Chris Cole, previously a principal consultant. Sir Anthony Burney remains chairman of the main board. Ms Diana Duggan becomes director of research. Mr Kevin Carter joins from Northern Telecom as director of marketing. Mr Nigel Wheatley is promoted to director of technology from principal consultant.

Miss Denise Rowley has been appointed regional director, City of London, for the ECGD. She succeeds Mr Dick Watt, who has become ECGD's account director for finance and fashion.

Local Authority contracts include mechanical services for Bath Magistrates Court for Avon County Council, £283,000; mechanical services for Redfield Leisure Centre, Oxford, £175,000; and Newton Aycliffe Leisure Centre, £160,000.

Miss Denise Rowley, ECGD regional director, City of London

**TROLLOPE & COLLS MANAGEMENT**, construction and management arm of Trafalgar House's UK building division, has made the following changes to its management structure. Mr Jim Gresham becomes managing director; he was assistant managing director. Mr Ken Bowden has been appointed a director with responsibility for the £25m joint venture with Lehrer McGovern at the Circle, a residential development at Tower Bridge for Jacobs Island Company (see Financial Times, October 26, 1987). Mr Steve Westway becomes a director with responsibility for the Port East development in London Docklands. He was a director of associate company Cementation International. Mr Bill Walton has been appointed an associate director. He joins from Trollope & Colls Construction.

**APPLE COMPUTER UK** has appointed Mr John Lettwich as marketing director. He joins from Apricot Computers, where he was group product and marketing director.

**WARNER-LAMBERT (U.K.)**, Essex, has appointed Dr Bill Shaw as regional medical director for the UK, Ireland and Scandinavia. He joins from Sandoz Pharmaceuticals where he held a similar post.

# CONTRACTS

## Newcastle hospital project

Major assignments for the engineering group of the CO-OPERATIVE WHOLESALE SOCIETY include a £6m mechanical services contract for the Royal Victoria Infirmary, Newcastle, in a joint venture partnership with the contractor, Taylor Woodrow. Other orders include complete mechanical services for Inverclyde Hospital, Scotland, valued at £420,000, plumbing and heating for Prudhoe Hospital, Newcastle, £100,000, and an energy management system for the Royal Hospital, Wolverhampton, £202,000. A £200,000 contract for mechanical services for Staincliffe Hospital, Dewsbury has been obtained in addition to the £3.5m contract currently in progress.

Various retail store developments underway around the country, have total value of around £7.5m for both mechanical and electrical services, notable ones being supermarkets in Dalton, London £1.4m, Coventry £500,000, Perth, South Wales £465,000, Postlandraith, South Wales £230,000, Slough £78,000, Sheffield £520,000, Chingford £392,000, Kirkintilloch £212,000 and Worthing £376,000.

Local Authority contracts include mechanical services for Bath Magistrates Court for Avon County Council, £283,000; mechanical services for Redfield Leisure Centre, Oxford, £175,000; and Newton Aycliffe Leisure Centre, £160,000.

## £60m dairy plant orders

APV has been awarded contracts for dairy processing plant totaling \$20m since the New Year. APV's French subsidiary has won a \$4.5m order from the Ivory Coast for a sweetened condensed milk plant.

In Australia, APV will build a cheese plant for Bonlac Foods, in a deal worth \$2.4m, and has secured several orders for whey processing plants worth £1.5m.

In America, \$2m of new contracts have been received or about to be signed, including a contract of over £2.5m for Weiss Foods.

APV's Danish subsidiary makes up the balance of the orders, including \$2m in China, \$2m in South Korea, \$2m in Zimbabwe and \$2m in Senegal. Seven existing milk processing plants are to be renovated or expanded

in Nepal, amounting to \$7m.

Deulerm Contractors, which is half-owned by APV, has received a \$25m contract for an integrated farm project in Egypt. It includes milk processing plant to the value of \$2m. The company has another integrated farm project in Senegal, a milk processing plant worth \$2m, and is to expand a milk and fruit juice plant in Sama, North Yemen, in a contract worth \$2m.

## Services for Egyptian hospital

Two hospital contracts worth £11m have been won in Egypt by ELIAS MECHANICAL SERVICES. At the 300-bed Pyramid hospital in Cairo, ELIAS is installing all mechanical and electrical services in a joint venture with Aster International of Milan. Aster is carrying out the mechanical, plumbing and medical gas services and ELIAS in London is carrying out the complete electrical engineering requirements, procuring and monitoring the shipping of the majority of the equipment and materials from the UK.

The site erection of the services is being undertaken by Nile Aster International, Cairo, with Egyptian labour supervised by expatriate supervisors from Italy and the UK. The project manager is Elgas and Hill and the main contractor is Costain International in joint venture with Construction Reconstruction Co (Elasson Dorra) of Egypt. The client is the Cairo Organisation for Medical Treatment.

ELIAS has also won the sub-contract for the complete heating, ventilating, air conditioning, plumbing, medical gases and primary electrical equipment for the new 180-bed Mansoura University - gastroenterology and emergency hospital. The main contractor is Dragados of Madrid. The UK contract financing has been arranged through the Export Credits Guarantee Department in association with Banco Hispano Americano, London.

## Mixed bag for Wilmott

**WILMOTT DEXON** construction companies have won contracts totalling around £4.5m. Wilmott Dixon Construction has started work on two projects. The first involves the refurbishment of offices at Astra House, Hancott through a £556,000 contract for Dencora Properties. The company has also been awarded a £265,000 contract by the Post

Office to carry out alterations to form a Data Post centre Luton. A.E. Symes has begun two contracts recently. One is to build a £1m plus superstore for Great Mills D.I.Y. at Stuart Road, Gravesend; the second involves building an office block within a warehouse at a cost of £337,837 for Kardex Systems (UK) at Fountain Road, Tottenham.

## Equipping the Royal Navy

**SYSTEMS DESIGNERS (SD) SCIENTIFIC** has been awarded a contract to supply an information technology system to the Royal Navy, known as OASIS System 4. The contract, valued at more than £2m, is let by the Central Computer and Telecommunications Agency.

GRANVILLE SPONSORED SECURITIES									
High Low	Company	Price	Change	Gross Div %	Yield %	P/E			
206 123	Acc. Bvt. Ind. Gateway	188	-1	8.9	4.7	7.0			
207 145	Acc. Bvt. Ind. GILS	206	-1	10.0	5.3				
41 25	Amritage and Brokers	27	0	2.1	3.7	8.8			
142 40	BBS Hedge group (USM)	55	0	2.7	1.7	26.8			
208 100	Barton Group	157	0	4.7	3.5	11.5			
126 75	Bry Technology	144	-1	11.5	4.5	6.5			
281 130	CCJ Group Ordinary	255	0	15.1	11.5				
147 99	CCJ Group 11% Conv. Pref	131	0	5.4	4.1	11.3			
171 130	Carverston Ordinary	130	-1	10.3	10.1				
104 91	Carverston 7.5% Pref	102	+1	3.7	1.9	5.3			
192 87	George Blair	192	-2	5.5	4.4	31.8			
143 60	HS Group	60	-1	3.4	3.0	9.8			
104 39	Jackson Group	89	0	20.4	3.2	13.1			
780 300	Multimedia BV (AmstSE)	330	+5	2.7	4.6	4.3			
88 35	Record Holdings (SE)	68	0	5.8	3.5	12.3			
115 65	Record Holdings 10% Pref (SE)	115	+2	13.7	11.9				
91 46	Robert-Johnson	46	-1	5.5	4.4	2.4			
124 30	Serotec	124	0	6.6	3.4	9.5			
294 67	Taylor & Francis	295	0	2.7	4.6	4.3			
71 52	Terrace Holdings (USM)	59	0	3.8	4.5	10.3			
131 41	Unilever Holdings (SE)	67	0	5.8	3.5	12.3			
264 115	Walker Alexander (SE)	166	0	16.5	4.5	67.1			
245 100	W.S. Yates	245	-2	6.2	4.6	12.7			
170 67	West Yorks. Ind. (AmstSE)	135	0						

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### Financial Times TOP 500

The FT Top 500 is a survey of Europe's biggest companies. The main list looks at all publicly quoted European companies and ranks the 500 biggest by market capitalisation, taken as an average for the month of June 1987 and translated into US dollars. A second list ranks the top 500 companies on the UK stockmarket - by far the biggest in Europe.

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WE SURFACED FROM THE SUBWAY.

"YOU KNOW I'D FOLLOW YOU TO THE ENDS OF THE EARTH, BUT WHY REGENT STREET?"

"I QUERIED."

"GARRARD WAS HER ANSWER TO 'ABOUT TIME'."

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MANAGEMENT

Electronics

# STC: now a dash for growth

Terry Dodsworth explains why the UK group is focusing on fewer, specialist, activities

NONE OF the large companies in the British electronics industry has changed faster or to more effect over the last couple of years than STC. In the middle of 1985 the company was in crisis, its balance sheet overstretched, its management in turmoil and cash was flowing out of the business at a frightening rate.

By early last year, with a new management team firmly in the saddle, the group was back on an even keel - a performance that was underlined in yesterday's figures for 1987. Profits have swung back to record levels, borrowings been virtually eliminated, and the group's coffers are now stuffed with £190m worth of cash.

Arthur Walsh, the former head of Marconi who was brought in to reorganise STC, has achieved the turnaround with a classic company doctor's recipe of cuts and tighter financial disciplines.

But at the same time, he has been planning for renewed growth by focusing the group more clearly on a smaller number of specialist areas. In the last six months or so, STC has emerged with a long term strategy based on the ICL computer division (STC acquires Britain's major computer company in 1983), a telecommunications transmission business, an electronics distribution group to give financial stability, and a much stronger thrust into overseas markets.

Walsh, 61, found the basis for most of these developments already within the company. Indeed, the preceding management team had poured research money into the transmissions activities, as well as launching the takeover of ICL to try to exploit the growing convergence of telecommunications and computer systems.

In both these areas, Walsh believed that STC had a sound commercial and technological base when he arrived in October 1985.

ICL, he says, was being well managed; and on the transmission side, the group had a strong position in both fibre optic cables and in an exciting new product area called multiplexing - a technique by which telephone messages are encoded digitally and then squeezed together down a line to maximise the use of available capacity.

Walsh's strategy has been to try to emphasise these strong points, while abandoning more peripheral areas and cutting jobs - now down to 34,000 from 46,000 when he arrived.

The group's expensive foray into memory chip manufacturing, for example, was axed. "We were in a field where volume mattered and we did not have the volume," he says. "I don't believe STC was capable of making a profitable business in that area."

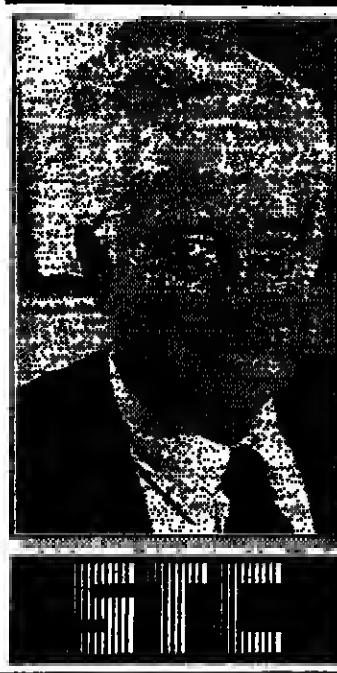
Within a year or so of his arrival, STC was also moving to try to strengthen its position in overseas markets.

The group has never had a large international business because of its former role as one of the overseas satellites of IIT of the US. But with IIT deciding to sell its final 24 per cent in the company, Walsh persuaded Northern Telecom of Canada, the second largest exchange equipment manufacturer in the North American market, to buy into STC.

The deal with Northern six months ago means that the two companies will each be helped with access to the other's market, while sharing some areas of research.

It is doubtful whether Northern would have reached agreement, however, if STC had not first sorted out its financial position. When Walsh took over as chief executive, the company's debt was, he says, "horrendous".

His response was to launch a two-pronged crash programme, aimed partly at raising cash through disposals, and partly



generating more funds internally from improved managerial controls.

The system he introduced was based almost entirely on what he had learned as a manager at Marconi, the defence division of the General Electric Company.

Walsh, a small, quietly pug-nacious man, who is said to motivate his subordinates by a mixture of abrasive criticism and encouragement, now uses a reporting system modelled closely on GEC's method of measuring results against certain budgeted key ratios - sales to capital employed, sales to gross inventories and so on.

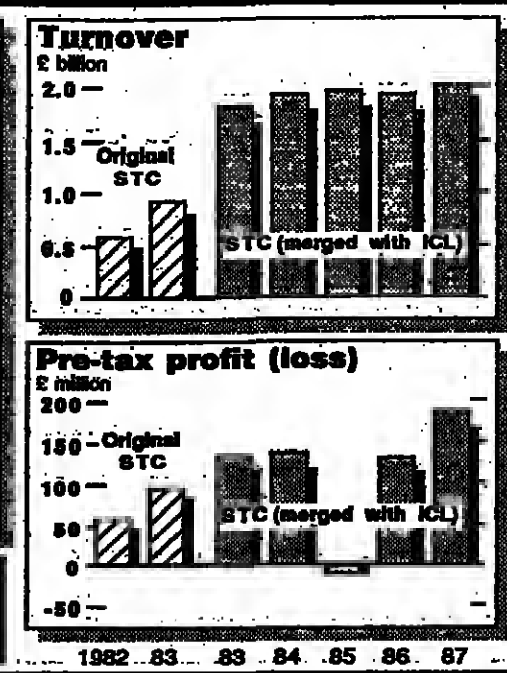
## Daily cash balances

Reports stream into Walsh's modest office giving daily cash balances and monthly performance reviews from the divisional managing directors.

To make it doubly clear that operating managers are responsible for their own businesses, Walsh has swept away the divisional board structure. Head office administration, which used to be responsible for virtually all the cash management, has been reduced to a team of about 12 senior executives with a brief to probe into the affairs of the operating companies.

"When I arrived, for the best part of two months I could not find what the cash balance was," says Walsh. "The people who had contact with debtors and creditors were not the people who had control of the cash."

The new system operates, he says, "by me using a telephone". He insists on having access to



anyone in the company. The monthly reports are written and signed by the managing directors themselves, even those from ICL. "I want to see the ink on the bottom of the page, so I know they actually did it."

Walsh believes that the company may have squeezed well over £70m out of working capital by introducing these new disciplines. At the same time, the new management team has raised a further £140m from disposals, generating a little over £65m in profits to the process.

This aggressive cash generation programme has transformed the balance sheet. The debt-equity ratio, which stood at well over 50 per cent three years ago, has now dropped to zero, and STC has net cash in hand.

Indeed, with the backing of substantial new borrowing facilities, the company is to a position to expand through acquisitions.

"One of the things we shall not do is accumulate a lot of cash at 10 per cent interest rates," says Roy Gardner, finance director. "If you can make 30 per cent by investing it, that is what we shall do."

Because of this renewed financial strength, the City is continually amazed these days with speculation about where STC will move next - the defence activities of both Plessey and Ferranti have been the target of such rumours.

Given his 20 years background in Marconi, Walsh concedes that he remains interested in defence. But he gives a strong impression that his main focus lies on expanding the sectors where the company has already established itself.

The attractions of concentrat-

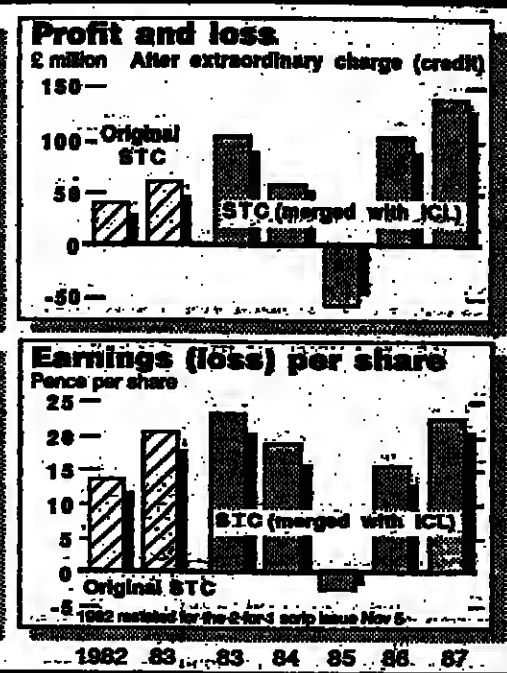
ing on these areas are obvious. In both computers and telecommunications, STC is situated in strong growth markets, where the underlying rate of expansion is expected to be at least 10 per cent a year to the turn of the century.

At the same time, telecommunications systems are becoming increasingly reliant on sophisticated computers to manage them, opening up the possibility of more collaboration on joint products.

But there are risks. Both markets are also changing very rapidly - so quickly, indeed, that manufacturers can easily miss the boat on the next area of growth in telecommunications for example. It is by no means certain that the next generation of transmission systems will take off in the way that STC believes it will.

In addition, both industries involve fierce technological competition, demanding heavy investment in research and new products. The City worries that STC will, as a result, find it increasingly difficult to finance ICL's growth, and there is concern that the group's tight grip on expenditure may choke off the sort of research work which created the multiplexer.

In response, Walsh points to STC's £161m research budget - the biggest self-financed corporate R & D programme in Britain - and promises a raft of new products down the road. It will take a couple of years for the results of the alliance with Northern to show through, he says. But when they do STC will be able to show a new generation of products which this time will be ready for the world market.



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fresh approach to trying to motivate those employees who remain. The new STC Telecommunications has three main elements:

● Management style. Gershon has tried to introduce the more informal and dynamic management style of the computer industry into the previously sleepy world of telecommunications.

Gershon paints a picture of the previous management as bureaucratic, inward-looking and status-obsessed. "When I came here, everyone called me 'Mr' and I won't have that."

He set out to shift the emphasis from rewards as of right to rewards based on performance. In the past, he says, "when things went wrong, they could go to internal power politics and make things worse."

One of Gershon's first acts was to abolish the management dining room and strip the senior managers of their Jaguars. "The managers here were too wrapped up in internal power politics and status," Gershon maintains.

This was followed by a cull of those managers unable to adjust. Half the management team has left over the past year.

The company's incentive scheme was overhauled, with merit pay being made less automatically. A year ago, 70 per cent of staff were getting top grades in the company's merit scheme; that is now down to 30 per cent.

A continual attrition of staff numbers - which fell by 10 per cent last year - is complemented by sharper communications with those who remain. Systematic briefing of the workforce was introduced last year.

● Product strategy. The company's new approach centres on a development, which STC believes is about to transform the flow of signals along a telephone network.

Also crucial are cables; where STC also has traditional strengths. Fibre optics has boosted enormously the numbers and types of signals which can be carried over a telecoms cable, reinforcing the trend for developments away from the central exchange to assume greater importance.

Moreover, the price of optical fibre has been tumbling - down by a half in the past two years,

with a further halving in prospect over the next three years, according to Gershon. He believes fibre optics will soon be cost effective for many new local telephone developments.

The third wing of STC's new product strategy is equipment on customer premises, such as telephones and business exchanges. Gershon believes these will also evolve as more of the functions are controlled by the transmission network.

● Marketing strategy. STC, previously almost wholly dependent on BT for its telecoms sales, has an urgent need to build up business overseas as of telecoms communications becomes more competitive.

In some markets, such as the Middle East, India and China, STC has sufficient hold already to win this greater international presence on its own, Gershon believes. But in many markets the only practical route is through alliances.

That is why Gershon sets such stress on a deal reached with Siemens last year whereby the West German electronics giant will distribute STC's digital multiplexer in territories where Siemens is strong. STC is keen to establish similar marketing alliances in other countries.

But undoubtedly STC's most important telecoms partnership, in both marketing and technology terms, is its new alliance with Northern Telecom, the Canadian manufacturer.

Northern, number two in North America, offers STC the glittering prize of being able to sell its innovative transmission equipment in the US, though Gershon does not expect to see volume sales in North America from this arrangement until 1990.

The two companies are also beginning to combine their complementary technologies to bid for projects jointly. In the medium term, Northern may be able to fill rather glaring gaps in STC's product portfolio, such as in large private exchanges.

Gershon has his strategy in place. His task now is to carry it through. Last year STC Telecommunications' revenues were still biased towards its traditional business; about 60 per cent came from the TX24, mainly improvements to installed machines, as against 10 per cent from advanced transmission, a share which Gershon wants to rise to about 50 per cent in a few years.

Arthur Walsh, STC's chief executive has clearly signalled that communications and information technology are to be the main focus of the new STC, so the importance of Gershon's role cannot be exaggerated. With Gershon making no secret of his contempt for the old regime, there will be plenty of people waiting to see whether he sinks or swims.

## A bout of circuit training

David Thomas on the re-birth of STC Telecommunications

STC Telecommunications was known as Sod-the-Customer. What we've had to do is to build an organisation where, STC means Satisfy-the-Customer.

Peter Gershon, head of STC Telecommunications, explains with just the hint of a smile.

At stake, Gershon continues, was "not just a new technical and marketing strategy. It implied a total re-birth of STC telecommunications."

The seeds of that re-birth were sown in the mid-1980s when STC was eased out of System X, the flagship digital public exchange which the company had helped develop for British Telecom with Plessey and the General Electric Company. At the time, many observers expected STC's role in telecommunications, once the heart of the company to decline steadily as sales of its TX24 public exchange - using technology of the previous generation to System X - ran down.

Yet the company managed to forge a new telecommunications strategy out of the ashes of its System X debacle.

Gershon, 42, moved over from ICL at the start of last year. He is one of the new breed of British senior managers who mixes tough talking about the complacency of the old regime with a

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London, 18 & 19 April 1988

This major international conference has been developed jointly by the Financial Times and the African Development Bank (ADB). The objective of the sponsors is to discuss solutions to the difficulties faced by the African countries and the panel of contributors is led by Mr Babacar N'Diaye, President of the ADB, Mr Christopher Patten, MP, Minister for Overseas Development, Mr Mosen A Qureshi, Senior Vice President of the World Bank and Mr Mahmoud Salah El-Din Hamed, Egyptian Central Banker and head of the Governors of the ADB. Dr Irving Fricman, a consultant to the African Development Bank and Mr David Surattar of Morgan Grenfell will be two of the finance sector speakers. Mr Bernard Chidzero, Minister of Finance, Zimbabwe, The Honorable Luke Mwanashiku, MP, of Zambia and Alhaji Ahmed of Nigeria are among the most impressive list of African ministers and officials who will be coming to London for the conference.

### FINANCE FOR GROWTH

London, 5 May 1988

The Financial Times is joining forces with the City CS Club and the National Computing Centre to arrange their fifth Finance for Growth seminar and exhibition. The event provides a unique opportunity for businesses looking for funding, or established management teams seeking financial backing, to meet advisors and potential investors.

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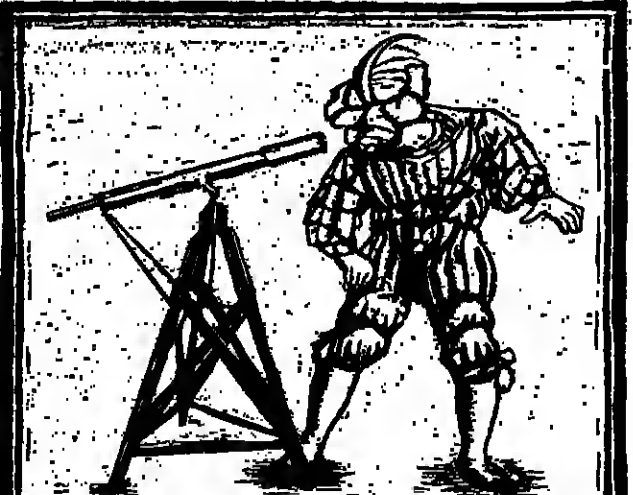
### BUSINESS WITH SPAIN

Madrid, 9 & 10 May 1988

Business with Spain is the subject of a high-level conference to be held by the Financial Times in association with Cinco Días in Madrid on 9 & 10 May. Within the two-day programme eminent speakers will consider the economic outlook for Spain and Europe and then go on to assess a number of major issues of interest to the international business community.

Contributors include Sr Luis Carlos Croissier Batista, Minister of Industry & Energy, Sr Mariano Rubio Jimenez, Governor of the Bank of Spain, Mr Peter Leslie, Deputy Chairman & Managing Director of Barclays Bank, Mr Fouad Khaled Jaffer, Deputy Chairman & General Manager of the Kuwait Investment Office, Sr Guillermo de la Dehesa, Secretary of State for Economics and Mr Peter Sutherland, Member of the Commission of the European Community.

All enquiries should be addressed to: The Financial Times Conference Organisation, 2nd Floor, 128 Jermyn Street, London SW1Y 4JL Tel: 01-825 2322 (24-hour answering service) Telex: 27347 FT CONF G Fax: 01-825 2125



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## The future in focus.



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31 of 1988 002.

Amount outstanding: UA 7,500,000

A number of privately owned bonds had not yet been included for redemption. Bondholders are requested to send their bonds to the office of the issuer in the status of their bonds.

Luxembourg, March 2, 1988

Public Agent: BNP Paribas S.A. Luxembourg

Vertical text on the right edge of the page, including "ASSISTANT PROGRAMME DIRECTOR" and "MARKET".



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International Depository

Receipts (IDR)

Issued by

Morgan Guaranty Trust

Company of New York

Notice is hereby given that it was decided at the Advisory Council meeting held on November 20, 1987, that dividend payments should cease and not income be fully re-invested in the fund.

Thus, at the Annual General Meeting held on January 4, 1988 it was decided not to declare a dividend in respect of net assets for the six months period April 1987 to 30th September 1987.

IDR holders are reminded that coupon number 28 of IDRs of the first series and coupon number 10 of IDRs of the second series were made payable on July 8, 1987.

#### ELECTRICITE DE FRANCE E.D.F.

USD 400,000,000

Floating Rate Notes

Due Feb. 1999

The applicable interest rate for the period beginning on 29th February, 1988 and ending on 31st March, 1988 as fixed by the reference agent is 7 1/2 per cent per annum namely USD 360.97 by the denomination of USD 10,000.

#### THE THAILAND FUND

International Depository

Receipts (IDRs)

Issued by

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Company of New York

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Certificates Representing 1,000

Units

Notice is hereby given to the unitholders that the Thailand Fund declared a distribution of SAHT USD 12.00 per Unit. The record date for this dividend is the 31/12/87.

As of March 7, 1988 payment of coupon number 1 of the International Depository Receipts will be made in Dollars at the net rate of USD 488.20 per IDR after deduction of 0.2% Thailand withholding tax and of USD 1.25 depository fees.

Payments will be made at one of the following offices of Morgan Guaranty Trust Company of New York:

- Branch, 25, avenue des Arts - London, 1, Angel Court

- Frankfurt, 46, Mainzer Landstrasse - Zurich, 34, Buehlengasse

In compliance with the terms and conditions of the Deposit Agreement the dividend will be paid by the depository or the aforementioned agents, against presentation of the coupon and the necessary certificate of nationality and residence duly completed.

Morgan Guaranty Trust Company of New York

Chemical Bank New York Corp (18202, 202, 200) Floating Rate Banker March 1988

In accordance with the provisions of the Notes, Notes in bearer form for the interest period from 29th February 1988 to 31st March 1988 are liable for interest at the rate of 7 1/2 per cent per annum. The interest payable on the relevant interest payment date, 31 MARCH 1988 against coupon No 10 will be USD 360.97 per USD 10,000 Nom.

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Please quote the following reference: C54.  
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FT LAW REPORTS

Malaysian guarantee is valid

DEN NORSKE CREDITBANK  
v SARAWAK ECONOMIC  
DEVELOPMENT  
CORPORATION

Queen's Bench Division  
(Commercial Court):  
Mr Justice Phillips:  
February 23 1988

A statutory company's right to exercise powers which are naturally expedient for the pursuit of its objects can only be restricted by clear words in the relevant Act; and accordingly, where there is ambiguity as to the power to guarantee loans a guarantee is not invalidated by failure to come within restrictive statutory requirements if it comes within general wording granting the company a power to do all things expedient or incidental to the discharge of its duties.

Mr Justice Steyn so held when ordering summary judgment for over \$4m against the Sarawak Economic Development Corporation in respect of its liability under a guarantee assigned to the plaintiff, Den Norske Creditbank.

HIS LORDSHIP said that the corporation was a creature of statute. It was constituted under Malaysian law by the Perbadanan Pembangunan Ekonomi Sarawak Ordinance, Chapter 35.

The guarantee sued upon secured part of a loan made by Nordic Bank of Singapore to a Malaysian company, Black Gold (Malaysia Sdn Bhd). The benefit of the guarantee was subsequently assigned to Den Norske Creditbank.

Forty per cent of the Black Gold share capital was owned by the corporation. The loan was to enable Black Gold to buy a diving support vessel for use in oil exploration and production in Sarawak waters.

On November 13 1985 the Minister responsible for the corporation signed approval of the guarantee. On November 15 the corporation executed it, guaranteeing payment of 40 per cent of a loan of up to M\$21,250,000.

The bank sought summary judgment under RSC Order 14 for an amount which, with interest, would exceed \$4m. The corporation accepted that if the guarantee was valid the bank was entitled to the relief sought. It contended, however, that the guarantee was a nullity because it was *ultra vires*, in that the corporation had exceeded its powers in giving it. The contention was

based on section 14(2)(d) of chapter 35.

Section 14(2) provided that the corporation should have power "to do all things expedient or reasonably necessary or incidental to the discharge of its duties; and in particular, but without prejudice to the generality of the foregoing . . . (d) to guarantee, within the limits as shall be fixed by the Minister, any loans made by any bank . . . for any purpose for which the corporation might itself have granted such loan."

It was contended that the corporation could only guarantee loans made by a bank as defined in Chapter 35, and it could only give a guarantee within a limit fixed by the Minister.

A "bank" was defined as a licensed bank. It was common ground that the loan was not made by a bank within the Chapter 35 definition.

Mr Kealey for the bank submitted that the corporation was wrong in describing an abuse or excess of power on its part as "*ultra vires*". He said an act was only *ultra vires* where it was outside the capacity of a company.

That criticism was not well-founded. In the case of a statutory corporation an express statutory restriction of its power must restrict its capacity to act.

Mr Kealey's primary submission was that section 14(2)(d) did not restrict the general power granted by section 14(2) "to do all things expedient or reasonably necessary or incidental to the discharge of its duties."

He said, first, that where general words in a statute or contract were followed by specific examples, the latter were not normally treated as restricting the former whether by application of the "*ejusdem generis*" rule or the maxim "*expressio unius est exclusio alterius*."

Secondly, he pointed out that the list of powers set out in section 14(2) was prefaced by "in particular, but without prejudice to the generality of the foregoing." Those words, he said, were clear and fatal to the corporation's argument.

Mr Brindle for the corporation contended that each case ultimately must turn on the natural meaning of the relevant provisions, read as a whole; and that where an enumerated power was specifically restricted it was nonsensical to suggest that prior general words entitled the company to ignore the restriction.

The conflicting arguments were nicely balanced. It was hard to accept that the specific grant

of a power "to guarantee within such limits as shall be fixed by the Minister," was intended to do no more than exemplify a power which would co-exist alongside a power to guarantee in disregard of any such limits.

Notwithstanding that, the bank's contentions prevailed. If a statute was to prevent a statutory company from exercising powers which were naturally expedient for the pursuit of its objects, clear wording was required.

Mr Brindle's submission involved disregarding, to a degree, the clear meaning of "without prejudice to the generality of the foregoing."

Those words should be given their natural meaning. In granting the guarantee the corporation was plainly acting in a manner "expedient to the performance of" its statutory duties.

It followed that on a true interpretation of section 14 of Chapter 35, the corporation was acting within its powers in granting the guarantee.

Had the court not reached a conclusion favourable to the bank in relation to section 14, it would have done so under section 15.

Section 15 provided that the corporation should have power

"to do anything and to enter into any transaction (whether or not involving . . . granting . . . guarantees . . . in accordance with the provisions of this Ordinance in that behalf . . . ) which in its opinion is calculated to facilitate the proper discharge of its functions, or is incidental or conducive thereto."

The section, arguably in contrast to section 14, defined the corporation's powers according to a subjective test.

Mr Brindle submitted, however, that the powers conferred by section 15 were still subject to the restrictions to be found in section 14(2)(d).

The submission did violence to the natural meaning of section 15. If the words were given their natural meaning, any constraints in section 14 in relation to guarantees were removed, provided that the subjective test was satisfied.

Summary judgment for the bank.

For the bank: Gavin Kealey (Sinclair Roche & Temperley)  
For the corporation: Michael Brindle (Berwin Leighton)

Rachel Davies  
Barrister

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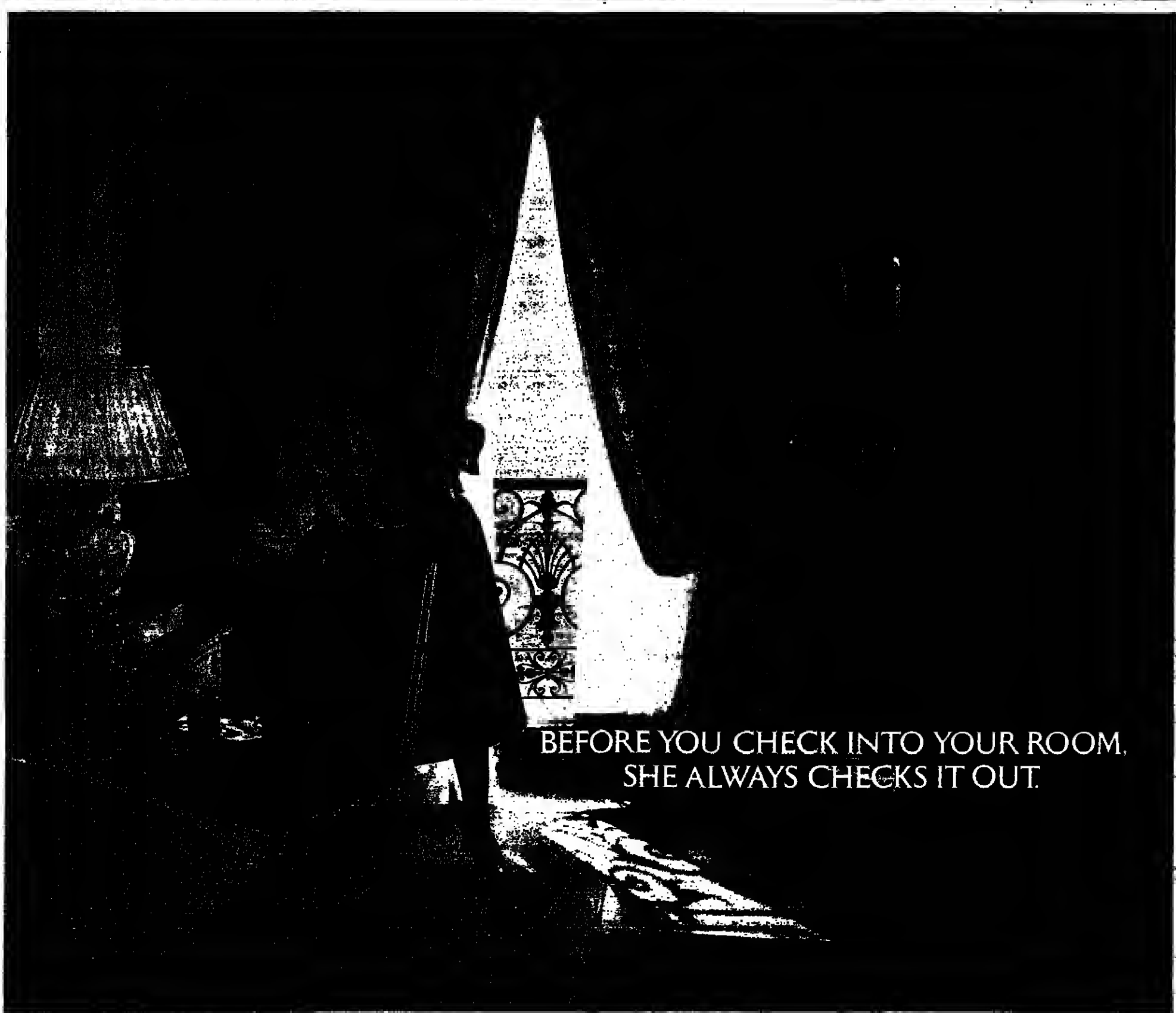
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**JOBS**

**Pros and cons of managerial qualifications**

BY MICHAEL DIXON

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THE PROPOSAL that managers should be certified would meet with cheers from most working people in Britain. The reason is of course that, in popular English speech, the word "certified" means "officially declared mad". Whether managers as a species should be labelled with other kinds of certificates, testifying to competence in their work, is a much more open question.

The Jobs column, for one, is inclined to be against the idea. Bits of paper signed by bodies of examiners, however eminent, rarely reflect people's practical ability even in activities far less complicated than management. So I feel that issuing certificates which affect people's life chances is in principle undesirable, and to be indulged in only when it is demonstrably necessary.

No such necessity existed in the case of managers when they typically changed company only a few times, if ever, in their working life. But those days have been ended by technological and economic change. Anyone keen for success in management today must be prepared to be highly mobile. There is therefore a sensible case for enabling all managers to obtain certificates of competence widely recognised by employing organisations.

Steps to that end are being taken by three United Kingdom bodies: the Confederation of British Industry, Foundation for Management Education, and British Institute of Management.

They are jointly campaigning, under the title of the Charter Group, to lift the managerial craft to the status of a public profession. And the keystone of their plan is a set of proficiency tests, each one buttressed by a bit of paper that the campaigners hope will gain the respect of employers throughout Britain, and eventually worldwide.

Over 150 UK organisations have shown support for the idea. But others oppose it, not least because they are averse to increasing managerial mobility. One reason why most British employers distrust Master of Business Administration degrees is that they believe the main, if not the only, utility of the MBA certificate lies in enabling its holders to behave in the jobs market like Mexican jumping beans. Many company suspects that the newly proposed series of qualifications would have a still greater "disappearance value".

Enthusiasts for the scheme do not view such resistance as forbidding. They think that whether the idea is backed by a majority of employers matters less than whether it appeals widely to executive employees. Companies would have to fall in line if managers in general were set on having opportunities of employer-subsidised training leading to recognised credentials, as envisaged in the Charter Group's plan.

But managers in Britain, at least, have never shown much

taste for paper qualifications. For example, most of them have even less respect than the average UK employer for business-school degrees, whose holders tend to be caricatured as knowing a lot about management in theory but little about managing in practice. Hence the legend that what MBA really stands for is "More Bad Advice".

**Prototype**

The implications of that job are evidently well known to the British Institute of Management, the first of the campaigning bodies to devise a professional-training structure. For the BIM has tried hard to ensure that the topic to be studied in its programme, and the tests and associated credentials, can be seen by working executives as germane to the actual work of managing.

The prototype design consists of two stages, the first of which will have a trial run in May with a view to its starting for real in November. Candidates will be assessed at the end of each stage. Those who pass in both will get the institute's new Diploma in Management Practice. The idea is that the diploma winners will in time be able to go on to a third stage, not yet defined, to gain the full professional qualification of Chartered Manager.

While the working executives

who take the programme will be encouraged to combine it with some academic study such as the Open University Business School's diploma course, the BIM's focus will be emphatically practical. Tutors and assessors will themselves be successful managers - 1,000 volunteers are already being trained by the Institute to act as coaches to people taking the programme.

An idea of its focus is given by the half dozen "modules" covered by the study material provided by BIM for the first stage, which is scheduled to take a minimum of six months to complete. The modules are:

**Knowing yourself:** including personality and other tests to give confidential feedback on personal make-up, thinking skills, and typical responses to stress.

**Managing people:** guidance on leadership and motivation.

**Problem-solving:** methods of turning snags into profitable opportunities and outcomes.

**Communicating:** writing letters and reports, and addressing meetings.

**Managing yourself and time:** raising self-efficiency.

**Using financial information:** management techniques of measurement and control.

In the second stage, intended to take at least 18 months, study will consist of another half dozen modules chosen from a set of 18.

Where people are paying for the programme singly, including fees are expected to be £800 for the first stage and £1,200 for the next. Organisations will be able to buy at package rates: for instance, the fee for six students plus two tutors would be about £3,000 for stage one, and £4,000 for the second.

When the manager-students are deemed ready for the ordeal, they will be transported to an assessment centre and put through a series of exercises before the eye of a team of manager-assessors. At the end of the first stage at least, one exercise will require them to deal rapidly with the sort of in-tray that might confront an executive in their own type of organisation on a particularly bad day. Other tests will include business games and presentations to meetings.

**The judges**

Meanwhile the observers will be judging how well they do in each exercise on a scale ranging from lousy to excellent, with the aid of indicators supplied by the BIM of what constitutes a typical performance at each point of the scale. In the end, of course, whether or not candidates pass will depend on the consensus decisions of the observing teams. But there seems to be no reason why their judgements should be a worse measure of competence

in real-life management than academic institutions' exams.

That, anyway, is broadly what the Institute is proposing as a prototype system of professional qualification. And if readers who work as managers think it worth going through such processes for the sake of mobility-enhancing pieces of paper, who is the Jobs column to gainsay them?

All I would advise is that they should avoid placing too much importance on certificates as a proof of their practical skill. The risks of doing so were shown by a fellow judge-player years ago, soon after the association we belonged to began issuing its members with so-called licences stating the grade they had reached.

The man in question had just won a green belt, three notches below the coveted black. One night he grew impatient with the rowdy behaviour of three lads outside a public house, and when he told them to be quiet they rounded on him. "You watch it! I'm a judo green belt," he said.

Whereupon the biggest of the youths intimated that they did not believe him.

"Oh don't you?," he replied. "Here's my licence..."

The next thing he was aware of was lying in the gutter with a broken head. As he was fishing another of the trio had stolen behind his back and hit him with a bottle.

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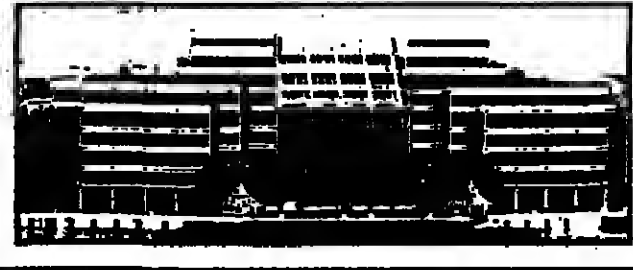
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## Swaps Marketing

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We are acting for one of the most prestigious Investment Banking houses with a worldwide office network. They seek an experienced Swaps specialist to spearhead their marketing drive in Tokyo with the assistance of an existing team of generalist staff who have already developed extensive local contacts. He or she will report direct to the London office.

The appointee will be a graduate, probably aged 28-35, with at least two years' experience of marketing or trading swaps with a leading institution. An excellent knowledge of a broad spectrum of swaps instruments is required. Fluency in Japanese is not essential but candidates must have the technical and personal flair to secure and execute business in the Japanese market.

Remuneration will not be a limiting factor and a full expatriate package will be provided.

Those interested please contact John Green or Nick Bennett on 01-404 5751 or write to Michael Page City, 39-41 Parker Street, London WC2B 5LH. Confidentiality is assured.

**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney  
A member of Addison Consultancy Group PLC

## Office of the Parliamentary Ombudsman Director-Investigations

London - circa £27,000

Working completely independently of government, the Parliamentary Ombudsman (Parliamentary Commissioner for Administration) is responsible for investigating complaints about the administrative actions of central government departments and certain other public bodies. The current vacancy is for a Director who will have charge of the Division concerned with complaints about taxation and related matters, and will direct the work of 2 investigation units.

Much of the work will be related to the examination and review of evidence produced by investigating staff and the subsequent preparation of reports and recommendations to the Commissioner. In difficult cases, the Director will lead the investigation personally - interviewing complainants and senior officials.

The main qualities required are the ability to master quickly a great deal of detail and distil from it the facts essential to an understanding of the arguments for and against the complaint under investigation, the penetration necessary to see all aspects of a case and to make a fair and impartial judgement and the ability to condense and present facts and findings with clarity, both orally and in writing.

Candidates must be familiar with the machinery of British government and should have an understanding of, and a sympathetic interest in, the role of the Ombudsman. They must also have had substantial senior-level experience which may have been gained in one of the professions or in central or local government or in industry or commerce. A qualification in public administration, law, accountancy or taxation would be an advantage.

Salary, starting at £26,290, rises to £29,740. This London-based appointment will be for a period of 3 years initially, and could be on a secondment terms.

For further details and an application form (to be returned by 26 March 1988) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468561 (answering service operates outside office hours).

Please quote ref: G/7502.  
The Civil Service is an equal opportunity employer

**Bilingual French/English**  
Trainee Trader required for physical commodity trading in Victoria London. Full training given. Some commercial experience an advantage. Apply with CV to:  
Box 4834, Financial Times, 10 Cannon Street, London EC4A 3DF

**DIRECTOR OF ASSET OPERATIONS** For UK utility vehicle manufacturer. Duties will include management of South East Asian markets; identifying potential purchasers and arranging for trials and promotional activities; administration and completion of tenders; negotiation and completion of contracts; importation, delivery, after sales service. A close rapport with Government Departments in potential purchasing nations essential. Fluency in Mandarin Chinese, Bahasa Indonesia and English essential. Substantial salary and company benefits. Apply to: Mr. R. Zaidovic, Strategic Liaison, Volvo Cars Ltd, Knight Road, Warwick, Warwick, CV35 9EF. Tel: 0454 71922.

**MANAGER - London Bond Trading Co seeks MGR aged 30+ with background in Securities Marketing/Investment. Fluent with/without Portfolio. Salary neg. The post is in TRADING LTD, 9-19 Leonard St EC2**

**"CASUALTY'S OF THE CRASH"**  
Don't wait for the phone to ring. Yes the one, are not over the hill at all. Let's put our heads together with Ideas, Projects, Plans, etc. Services provided from Consultants welcomed.  
Telephonic: 01 878 8864

## Company Secretary a senior Financial Sector role in a major new venture

to £25,000 + excellent benefits Wiltshire

Nationwide Anglia Building Society's move into the Estate Agency market has led to the acquisition of over 30 established Estate Agency firms with a network of over 400 branches throughout the UK. The Society has ambitious plans for further growth in this market over future years under the management of a holding company - Nationwide Anglia Estate Agents.

As well as providing a broad range of Secretarial services to the Holding Company Board you will develop sound practices and procedures to ensure that each subsidiary conforms with statutory requirements and laid down Codes of Practice. Working closely with the Financial Director, over a period of time, you will relieve him of his current secretarial and administrative responsibilities, whilst growing the Company Secretarial role into one which provides a full central advisory service.

The ideal candidate will be a graduate, possibly with a law degree and ACIS qualified. Probably aged mid to late thirties, you will have a record of success at senior level, preferably in a growing organisation. Above all you will have the professional skills necessary to make an immediate impact and establish credibility with colleagues. This new appointment is seen as an opportunity to broaden the range of skills in the management team.

The package reflects the importance of the job and includes a base salary up to £25,000 plus car and an excellent range of benefits associated with a leading financial sector organisation.

Please write with full personal and career details to J D Alexander, ref. B.12003.  
MSL International (UK) Ltd, Broad Quay House, Broad Quay, Bristol BS1 4DJ.  
Office in Europe, the Americas, Australia and Asia Pacific.

**MSL International**

**SENIOR FINANCIAL EXECUTIVES**

**SALES/TRADERS**  
Major International Securities House are offering remuneration to successful salespeople and traders. Only applicants with a first class background, able to demonstrate an excellent track record will be considered. If you can offer the relevant qualifications in the fields of: OTC/OTC; FUTURES; EQS; EUROFX and EURODOLLAR sales or trading then call us now for further details.

**SENIOR INTERNATIONAL BOND FUNDS MANAGER**  
The City office of an established Finance Company seek someone with at least 4 years experience as a portfolio Manager to take on responsibility for Bond portfolio & currency management within this busy department mainly dealing to S. D.M., Yen and E. (Any other European currency knowledge would be useful.) You will also deal with research and the raising of the Fixed Income team. Salary is negotiable.

**MARKETING MANAGER**  
A successful International Securities Company are looking for a manager to promote their services to their UK institutional clients. The position will involve liaison with pension consultants in the UK and marketing of their global and specialist services. Familiarity with UK pensions and portfolio management necessary. Excellent remuneration will be offered to successful applicant.

**FIXED INCOME RESEARCHER** MIN BASIC £70,000  
An excellent opportunity to join this International Securities House. They are looking for a Fixed Income Researcher with a first class background and several years experience in this field. A wide range of benefits is offered and the salary package is negotiable depending on experience.

**UK TREASURY**  
International Oil Company seeks applicants for its UK Treasury department. Previous experience in UK Treasury and Foreign Exchange is essential. The company offers excellent benefits including car, BUPA, Non-conn pension etc. Call for further details. Salary is negotiable to £20,000.

For further information on these and other vacancies available please call us on 01-377 5488 or send a CV to: Cambridge Appointments, 232 Strandway High St, London E1 6AL. All applications will be handled in the strictest confidence.

**Appointments Wanted**

**ADVISOR INTERNATIONAL BUSINESS DEVELOPMENT**  
with extensive international contacts, seeks a person to profit sharing with financially sound company for substantial business generating sales/contracts, projects, overseas trade-fair connections.  
Reply offering terms to Box 4835, Financial Times, 10 Cannon Street, London EC4A 3DF.

**Marketing Manager London/Europe**  
c £25,000 Basic + Car  
Strong finance background, good German, knowledge of futures etc able to travel.  
0903 820770  
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with the world's leading supplier of securities related information database and related systems to major financial institutions.

Basic to £20K, Expected Earnings £40K+, Car and Benefits

Our client seeks an experienced sales professional who should ideally have sold computer, communications, software or financial information services into the financial sector. As an alternative they would consider candidates with investment management, Eurobond sales, stock broking research or securities dealing back-office experience. Location - London.

Contact Terry Toms at Executive Network (01-242 2010) or weekends (2pm to 8pm) and evenings on 0483 223357.

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# A bear market is no picnic.

IT Specialists — Investment Banking  
to £40,000+ car

The securities and capital markets are going through a period of retrenchment and restructuring and PW is at the thick of things, helping firms manage change and prepare for the eventual market upswing.

A key aspect of our range of services is information technology consultancy, and we need more top quality IT specialists to meet the demand of our UK and international clients.

IT consultants in Price Waterhouse help companies to formulate strategies and develop systems to support the following essential business functions:

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- Dealing room support
- Position keeping/limit minding
- Profitability measurement



If you are an IT professional, with high standards, and relevant experience gained in investment banking or a related financial services sector, these openings offer a rare opportunity for career advancement and job interest. If, like us, you see the bear market as an opportunity rather than a problem, please write, enclosing relevant details (quoting MCS/8507) to: Anna Chanoska, Price Waterhouse, Management Consultants, No. 1 London Bridge, London SE1 9QL.

Price Waterhouse



## Sudan Advisory Posts in AUAC and ACs

The Government of the Sudan invites applications from suitably qualified persons to fill the following advisory posts in the recently established World Bank financed, Advisory Unit for Agricultural Corporations (AUAC), within the Ministry of Agriculture Khartoum, Sudan.

All positions are for a period of 22 months commencing on or about April 1988, and carry attractive emoluments and benefits. Working knowledge of English is essential and preference would be given to those fluent in Arabic. Sudanese nationals, within Sudan and overseas, are encouraged to apply.

**Financial Management Specialist (AUAC)**  
Membership of a recognised professional institute (ACA, ACMA, ACCA) with preference for those with a bachelor's or master's degree in business administration, with a minimum of 15 years post qualification experience.

**Financial Management/Accounting Specialists**

(For three positions in Sudan Gezira Board, Rahad and New Halfa Agricultural Corporations). Membership of a professional institute (ACA, ACMA, ACCA), with a minimum of 10 years post qualification experience. Duty station will be the Corporation's headquarters.

**Agricultural Economist (AUAC)**

An advanced degree in agricultural economics or economics, with a minimum of 15 years experience in agricultural sector. Experience in irrigated agriculture would be an advantage.

**General Agriculturist (AUAC)**

An advanced degree in agricultural science, with a minimum of 15 years experience in irrigated agriculture. Experience in the Middle East/North Africa would be an advantage.

Applications together with CVs, should be addressed to Executive Director, Rehabilitation Project Management Unit (RPMU), PO Box 3918, Khartoum, Sudan, so as to reach not later than March 31, 1988. Selected candidates should be prepared to visit Khartoum for interview at two weeks' notice if required, for which all expenses would be met. They should be able to take up appointment within three months of formal offer of appointment. For further information contact RPMU office during working hours.

## FUND MANAGER GOLD

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We are acting for one of the most prestigious European Commercial and Investment Banking houses. With an office network that already spans the world, in the last two years they have also established a global investment management affiliate based in London.

Now they are seeking a professional to manage primarily a large, rapidly growing fund invested in gold shares around the world and investments in other natural resources markets. The individual they seek will be a good honours graduate with ideally around two to three years' experience of managing a natural resources based fund within a first rate investment management house. He or she must have a generalist investment approach and the potential to apply portfolio management skills successfully in other markets.

To apply please send a detailed cv quoting ref: 440 to: T.G. West, Managing Director, Associates in Advertising, Columbia House, 69 Aldwych, London WC2B 4DX. Please state in a covering letter any companies to which your application may not be sent.



## Relationship Management

WITH THE LEADERS IN INSURANCE BANKING

This is an exciting opportunity to join Citibank, one of the world's leading financial institutions. Our Insurance Banking Division provides a diversity of commercial and investment banking services to the insurance industry - and is a recognised leader in the field.

Our objective for 1988 is to place particular emphasis on the management of major account relationships - and the cross-selling of a diverse product range. The successful applicant will be part of a team specialising in the service of London's insurance community. You should be a graduate with 5-8 years' Relationship Management experience, but previous experience of the insurance sector is not essential. Specific requirements are:

- \* Professional skills in credit analysis and proposal structuring.
- \* Initiative and tenacity to develop business opportunities and to close transactions.
- \* Excellent inter-personal skills, as you will closely liaise at senior level with customers and management.

Professionalism is the mark of Citibank and its people. Your contribution to our success will be fully reflected in a competitive salary and benefits package, including low-cost loans and mortgages, free private health insurance and a non-contributory pension scheme.

Please apply in writing, with full career details, to Sally Gould, Personnel Officer, Citibank House, 336 The Strand, London WC2R 1RS.

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## Interest Rate Options Trader

Citibank's highly successful treasury is looking to hire a trader for its interest rate options unit.

The candidate should be a bright and aggressive individual with at least two years full-time trading experience in interest rate products, a good understanding of the debt markets, and strong quantitative skills. Options trading experience is preferred though not essential. The compensation package will be competitive.

Please respond with a detailed C.V. to Barbara Simpson, Personnel Dept., Citicorp Investment Bank Ltd., P.O. Box 242, 335 Strand, London WC2R 1LS or call her on 01-438 1439.

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## Managing Director - Wool Textiles

... a significant general management role with a marketing bias  
c.£40,000 + car + benefits West Yorkshire

Design innovation, profitability and a commitment to growth in both the UK and export markets are the key features of our client... a recognised market leader in the volume manufacture of high quality worsted cloth.

This is a fine career opportunity which offers considerable scope for personal development. The challenge will be to assume responsibility for the management of an existing profitable business - and to develop and implement an imaginative strategy to identify new market and new product opportunities.

Probably aged 35 to 45 and educated to degree level, you will have a record of achievement at a senior management level - perhaps in sales and/or marketing - within a relevant market sector. In addition, some exposure to a general management role with profit accountability will be an asset. Inevitably - strong leadership and man-management skills are essential as is a well developed commercial awareness.

Salary for discussion as indicated. The comprehensive benefits package includes relocation assistance, where appropriate.

Please write - in confidence - with full details, A. L. Brown, ref. B.62131. MSL International (UK) Ltd, Oak House, Park Lane, Leeds LS9 1EL.

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## Pensions Manager

Large UK Company

£27,000+Car

This is an excellent opportunity for a person with a company pensions background to progress their career further in pensions and management.

Our client has subsidiary companies throughout the UK and overseas. It has a large and progressive Pensions Department administering two major schemes in the UK with the aid of advanced computer systems.

A Pensions Manager is now required to manage this administration and make a contribution to its further development. Opportunities for further career advancement are expected to arise in the future for the right person.

For this appointment, age is not a critical factor, though it is unlikely that anyone below the age of thirty will have sufficient in-company pensions and management experience.

In addition to salary and company car, benefits include BUPA membership and assistance with relocation where necessary.

Location is close to attractive rural areas of the South-East yet with easy access to the M25 and central London.

Please send full c.v. which will be forwarded to our client unopened. (Address to our Security Manager if listing companies to which it should not be sent) Ref: MMS/FT.



PA Advertising

Hyde Park House, 60a Knightsbridge, London, SW1X 7LE. Tel: 01-235 6060.



# Jonathan Wren

## BULLISH RECRUITMENT - THE BEAR FACTS

Whilst City redundancies are announced almost daily, we at Jonathan Wren continue to advise clients on a substantial number of key financial recruitment assignments. Our formidable reputation and expertise have been developed, tried and tested over a period of nearly 20 years, and we have continued to maintain a high level of service through crises dating back to the Secondary Banking Crash of 1972-1973.

The following selection of current requirements demonstrates that even in volatile market conditions, our 30 recruitment professionals can offer a complete range of specialist expertise, and are able to maintain close and productive relationships with over 300 banking, broking and investing institutions.

### INVESTMENT DIRECTOR to £100,000

This key position demands proven success to date in the consistent performance of funds under management. The successful applicant will have a thorough understanding of global securities markets, enabling the formulation of effective investment policies.  
Contact Barbara Dabek.

### FRENCH EQUITY MARKET-MAKER to £60,000

A leading European investment house seeks to expand an already substantial global equity market-making capability by recruiting in the above area. The successful candidate will have considerable knowledge and understanding of the French market, and will be keen to develop those skills in a demanding professional environment.  
Contact Ann Winder.

### US TREASURIES TRADER to £60,000

As part of their continuing market development programme, a leading international securities house is strengthening its trading team. Our client has identified a requirement for an accomplished US treasuries trader with at least two years' experience in this, or a closely related product area, gained with another major house.  
Contact Arne Fenwick.

### CORPORATE FINANCE to £50,000

We have several assignments with major UK and international investment banks, who seek corporate finance executives with good experience in any of the following areas: development capital, project finance, MBO's, M&A and corporate advisory work.  
Contact Richard Meredith.

### FUTURES/OPTIONS MARKETING to £50,000

Experienced business development specialists with the ability to discuss strategies and the range of business/financial options available are required for clients widening their current UK and international activities. Applicants must be able to demonstrate multi-disciplinary experience and a comprehensive knowledge of financial instruments and alternatives.  
Contact Michael Hutchings or Vanessa Nokes.

Applicants with the requisite experience and qualifications should telephone the consultant named on 01-623 1266, or write enclosing a full and current curriculum vitae.

LONDON

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SINGAPORE

SYDNEY

# Jonathan Wren

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP.  
Telephone: 01-623 1266. Fax: 01-626 5258.

### TREASURY MANAGER to £60,000

A highly respected North American institution plans to establish a new treasury operation in the very near future. They are therefore seeking a Bank of England recognised manager. Probably aged 30 to 45 years, the successful applicant will be responsible for the establishment and running of the new area.  
Contact Richard Meredith.

### EUROPEAN MARKETING EXECUTIVE to £45,000

Applicants must have a wide and comprehensive knowledge of financial products, ranging from traditional lending facilities to synthetics and other hybrids. The successful candidate will be responsible for marketing these facilities to predominantly European based corporate clients. Age is likely to fall within the 35 to 45 bracket, and of course, a working knowledge of one or more European languages will be advantageous.  
Contact Richard Meredith.

### SPOT, FORWARD & OPTIONS to £30,000

A major international bank in the City is seeking to complement its highly successful trading team by recruiting a versatile young dealer, aged 25 to 32 years, with sound experience of spot, forward and options trading in all major currencies.  
Contact Trevor Williams.

### MONEY MARKET DEALERS to £30,000

Due to current expansion of an already successful dealing team, our client is seeking a high calibre money market dealer. Applicants should be aged 30 to 35 years, with experience of dealing T-Bills, CD's, futures, FRA's and some options.  
Contact Norma Given.

### PROPERTY LENDING to £25,000

A City based merchant bank seeks an experienced property marketing officer for a management level position. Although working from a London base, the successful applicant will deal with land acquisition and the financing of property projects throughout the UK. A banking and/or surveying background is required.  
Contact Norma Given.

Bankers Trust is a highly successful worldwide merchant bank. Their excellent reputation is founded upon a forward-looking strategy, an innovative approach and, above all, the excellence of their people. As a result of business growth, they currently seek a

## Transactions Executive

Highly successful innovative Capital Markets Group

to join their well-established Transaction Team. You will be involved in the documentation and execution of all major capital markets products, from the structuring of the mandate through to completion of the transaction. The team works closely with the origination groups giving you a high level of involvement.

You will either be a recently qualified lawyer possibly with exposure to capital markets or a graduate with some capital markets documentation experience. Intelligence, self-motivation, drive and diligence are all qualities vital to this role. We would also expect the successful candidate to be seeking responsibility and to have good interpersonal and communication skills.

For you this will be a key career move offering challenge and opportunity. A highly competitive salary and benefits package is offered commensurate with experience and qualifications.

In the first instance contact Venetia Crow or Lindsay Sugden ACA on 01-404 5751, or write to them at Michael Page City, 39-41 Parker Street, London, WC2B 5LH.

**Bankers Trust Company**  
Merchant banking, worldwide.

## Manager Investment Department

(Unit Trusts & Managed Funds)

Central London  
£35k + car & benefits

Our client is a substantial listed Investment Company controlling Unit Trusts and Managed Funds which are invested in the UK and on the International Markets. The environment is exciting and dynamic with the successful applicant being exposed to a high powered team. We are therefore seeking an outstanding individual aged 35/40 with a proven record of achievement. Assisted by a department of some 20 people responsibilities will embrace managing unit trusts, dealing with portfolio valuations and controlling settlements. In addition to attractive negotiable salary benefits include fully expensed car, Bonus, BUPA, non contributory pension scheme, 5 weeks holidays and luncheon allowance.  
Applications to:- R. J. Welsh



Reginald Welsh & Partners Ltd

124, 4 Newgate Street, London EC1A 7AA. Tel: 01 600 8187

## International Banking

### PORTFOLIO MANAGER

Our client, a triple A rated Continental Bank, seeks a person to be responsible for managing the day to day investments of its Pension Fund, a Unit Trust and various discretionary accounts.

The successful candidate, educated to degree standard and probably in the age range 25 to 30, will have several years' experience of U.K. equity investments and possess initiative and sound decision making capability.

Remuneration will be negotiable, probably in the range £25,000 to £30,000 and will include a full range of benefits. For further details please call or submit a curriculum vitae to the address below.

01 628 7601

Gordon Brown

### Gilt-Edged Sales Agency Broker

Our client is actively seeking a professional, highly self-motivated gilt-edged salesman/woman to spearhead their next phase of development. The most likely candidate will have proven sales capability, staff management experience and the determination to build a premier agency operation within a group committed to seeing it succeed.

If you are looking for such a challenging experience with rewards directly related to success then send a complete CV, in strictest confidence, quoting reference GES20589/FT.

Applications will be forwarded unopened to our client unless you list companies to which you do not wish to apply in a covering letter and address the envelope to the Security Manager CJRA.

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### FOREX

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The Westminster-based investment team is currently small but has a successful track record in both UK and overseas markets. Future expansion plans mean that we now wish to find additional Fund Managers to take responsibility for selected portfolios.

Candidates should ideally be graduates in their mid-thirties, with around three years' relevant experience in a similar environment.

Proven expertise of European equities, U.K. smaller companies or fixed interest markets would be particularly helpful. Consideration will also be given to individuals with a background in investment analysis who now wish to make a career move into fund management.

Prospects for advancement within the group are good and we offer an excellent remuneration package. In addition to an attractive basic salary other benefits include:

- performance-related bonus
- company car
- mortgage facility
- private medical cover
- contributory pension scheme

Applications in writing and accompanied by a detailed CV should be sent to:  
M. G. Lewis, M.A., F.I.A.,  
Municipal Mutual Insurance Limited  
37/41 Old Queen Street,  
Westminster,  
London SW1H 9HN

## FUND MANAGER

## MARKETING MANAGER

EDINBURGH  
£20,000 + car + benefits

Our Client is Dunedin Unit Trust Managers Ltd, part of a large independent Fund Management Group, which is seeking a Marketing Manager to play a key role in implementing its expansion plans.

Reporting to the Managing Director, the Marketing Manager will be responsible for all Marketing and Promotional activity, new product development, launches and some key accounts selling.

Ideal candidates will be in their late twenties, be of graduate calibre and have a first class training in marketing. A knowledge of the workings of the financial world will be an advantage. Above all, candidates will be energetic, have very good personal skills and be comfortable when dealing with professional clients at a high level.

This is a new appointment. Career prospects are excellent. Please apply, enclosing a copy of your CV and quoting reference 5021 to W. Barclay at P-E Inbucon Ltd, 34 Grosvenor Gardens, London SW1W 0DH



## Equity Sales

Dean Witter Reynolds is seeking to expand further its European offices with additional Institutional Account Executives who can match the potential of the Company.

We are looking for individuals with at least two years experience as a Registered Account Executive. Fluency in a second language is essential. Applicants should have previous experience in successfully developing institutional equity accounts.

Please contact on a confidential basis:  
Mr. Richard M. Forbes, Managing Director -  
International, Dean Witter Reynolds Inc.,  
56 Leadenhall Street, London EC3A 2BBL.  
Tel No 01-480 8963.

DEAN WITTER REYNOLDS INC.

### FOREIGN EXCHANGE SPOT & FORWARD DEALER

Max age 35 Up to £45,000 p.a.  
An international bank in course of expansion seeks to further professionalise its dealing room by the appointment of a very experienced and profit making spot and forward dealer currently working in a large bank. Bank a market maker in dollar swap and letter you list under US Dollars and gold.  
Please ring Elizabeth Haydon on 377-5940 regarding this appointment or write to her at:

LJC BANKING APPOINTMENTS  
Devonshire House, 146 Bishopsgate, EC2M 4JX.  
01-377 5040

## Japanese or European Equity Sales

The New York office of a major international investment bank seeks equity sales staff for the above two positions. Whether specialising in European or Japanese markets you will be a key member of an international trading team targeting US institutions and supported by an appropriate research capability.

Our client specifies that stockbroking experience is not essential, but applicants must have in-depth market knowledge relevant to their chosen area. Previous employment as a portfolio manager or analyst would be desirable.

An extremely competitive remuneration package will be available to the successful candidates, and will reflect their status within the organisation.

If interested please send a full CV to Michael Swaine at the address below. Please state clearly on your application form if there are any employers to which your CV should not be sent as replies will be sent direct to the client.

B&B

Benton & Bowles Selection

197 Knightsbridge, London SW7 1RP



Television/Christopher Dunkley

Whither one-off drama?

Musings on the decline of the single play and celebrations of the strength of the drama serial... from television a steady supply of one-off drama which benefited from the old disciplines and virtues...

to start World War 3 than prevent it. Judging from the tricks of evidence available, that is not an entirely untenable idea, even if the assumption was somewhat extreme...



Anton Lesser, David Lansbury, Clive Mantle and Rico Ross in "Airbase"

passionate urge, to create good drama most come first. You very rarely see good drama emerge as the result of a primary desire to preach or proselytize...

largely unplanned) campaign of vilification against the new television technologies. They could, after all, represent a considerable threat to the future of the Corporation...

New York City Ballet

David Vaughan

At the outset, New York City Ballet's season last winter seemed unlikely to hold many surprises, with five of the fourteen weeks devoted to The Nutcracker and only one new ballet, by Jerome Robbins...

Journey's End/Nuffield, Southampton

Martin Hoyle

The test of a great play is not whether it leaps off the page when read but if it comes to life on stage. In Sheridan's successful slice of World War I trench life...

when young, played Stanhope on tour, but there is no patronising or cheery vulgarism. Trooper, who "makes things feel natural"...

Italy opera houses these days are expanding their activities into subsidiary halls. In Rome, the Teatro dell'Opera uses the great hall for concerts and other events...

Brecht-Weill, De Simone/Milan, Naples

William Weaver

the production is flawlessly conceived and well executed. The group of players is precisely conformed by Emilio Pomarico, the singer, mezzosoprano Claudia Nicolò...

menacing or uproarious Stepmother than Rino Marcellini. On the other hand, the actress Isa Danielli, a kind of Neapolitan Anna Magnani, plays two parts with breathtaking bravura...

YMSO/Elizabeth Hall

Paul Driver

The Young Musicians' Symphony Orchestra floats freely from one London venue to another, and on Monday it was to be found in the Queen Elizabeth Hall for performance of its favoured block-buster repertoire...

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Arts Guide

February 26-March 3

Theatre

LONDON

The Best of Friends (Apollo). John Gielgud makes probably his last appearance on the London stage as Sir Sydney Chesterton...

chill's sleek City comedy for champagne-sipping yuppie: how the Big Bang led to class turmoil and hereditary wealth...

large chorus line. (077 9200). A Chorus Line (Stobert). The longest running musical ever in America has not only prospered...

bound musical delivers the post that accumulates and comes to life for a New York theater after his escape to the mountains of Vermont...

D'Oyly Carte rises from the ashes

"Loudly let the trumpet bray," said broadcaster Richard Baker, "with the entire New York of the Yemens of the Guard..."

Antony Thorncroft



# FINANCIAL TIMES

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## Medium-term tax strategy

ONE GOOD Budget does not amount to a sound macroeconomic policy. Governments have to prove themselves by pursuing coherent policies over a period of years, in the sensitive field of tax return, the need for a medium-term approach is, if anything, even more pressing. Both Sir Geoffrey Howe and Mr Lawson made considerable fiscal progress in their first Budgets (1979 and 1984 respectively), but neither was able to deliver a convincing programme of reform in following years. The challenge on March 15 is to remedy this deficiency. Mr Lawson needs to set out tax reform plans for the whole of this parliament; not merely those the House of Commons with his fiscal ingenuity on the big day.

The Government can decide on a programme of reform only if it has a clear idea of the role of taxation. The primary purpose of taxes, of course, has been to finance public expenditure. But, traditionally, they have also been used as an instrument of redistribution and as a powerful tool for influencing the decisions of private individuals and companies. The tax privileges of pension funds are thus a reflection of government desire to stimulate private sector provision for old age; the higher rates of income tax levied on the top earners have been placed on achieving a fairer distribution of income and wealth.

### Apparent simplicity

One extreme view is that the only purpose of taxation is to raise revenue to finance necessary public spending (which would include a "safety net" of welfare benefits for the very poor). Accordingly, income tax should be levied at a single flat rate. All special reliefs and allowances should be scrapped because governments should not in principle wish to influence the economic decisions of individuals or companies. This latter doctrine is known as "fiscal neutrality." Advocates of flat rate taxes and fiscal neutrality believe such measures would enhance the overall efficiency of the economy.

This free market approach is appealing because of its apparent simplicity. But it is not backed by solid evidence. The thesis that deductions from taxable income cause large reductions in economic welfare has proved hard to establish (in general macroeconomic policy changes seem to have much larger effects). At the same time, the Institute for Fiscal Studies, going to the other extreme, has little evidence either to support or refute the hypothesis that lower tax rates in themselves improve economic performance. The Government should thus

remain committed to some modest redistribution through the tax system. The principle that taxes should vary according to "ability to pay" should be heeded; high earners can well afford to pay a larger share of their income in tax than those at the bottom of the scale. Any cuts in top rates should thus be balanced by restrictions in other benefits for the better off.

### Influencing behaviour

Pragmatism may also be desirable on the issue of fiscal neutrality. It often does seem sensible to use the tax system to influence people's behaviour. This, after all, is the role of taxation in introducing small incentives for profit sharing and personal equity investment. Nor is the Government necessarily wrong to tax alcohol and cigarettes heavily; fiscal incentives have a useful role to play in preventive medicine. The important point is that deviations from fiscal neutrality need to be constantly reassessed in the light of changing economic needs; concessions or penal taxes should not be allowed to outlive their usefulness.

Changes in the tax system should be contemplated only when the economic gain is clear. The reforms which have been advocated in the past represent no more than a wish for a tidier system. An extension of value-added tax to food or children's clothing, for example, would be unlikely to solve many problems; it would not be an economic priority even if it were politically possible, which it is not.

That said, there is still huge scope for far-reaching change. The Government has yet to put the taxation of husband and wife on a rational footing. It has announced only very partial reforms of national insurance contributions, which remain a crude and unfair levy. It has yet to come to terms with very large distortions in the fiscal regime for savings and investment. It is taxing companies more heavily than ever before and failing to recognise the impact of inflation on corporate profits. Its reforms of capital gains and capital transfer taxes are heavily criticised.

These and many other failings can be corrected only through a medium-term programme of changes. Many of the flaws in past reforms reflect the Government's unwillingness to consult. Following rabbits from budget hares is fun, but it is not a reliable route to fitter and more rational taxes. The Treasury is not the repository of all wisdom on fiscal matters. It needs to seek advice more often.

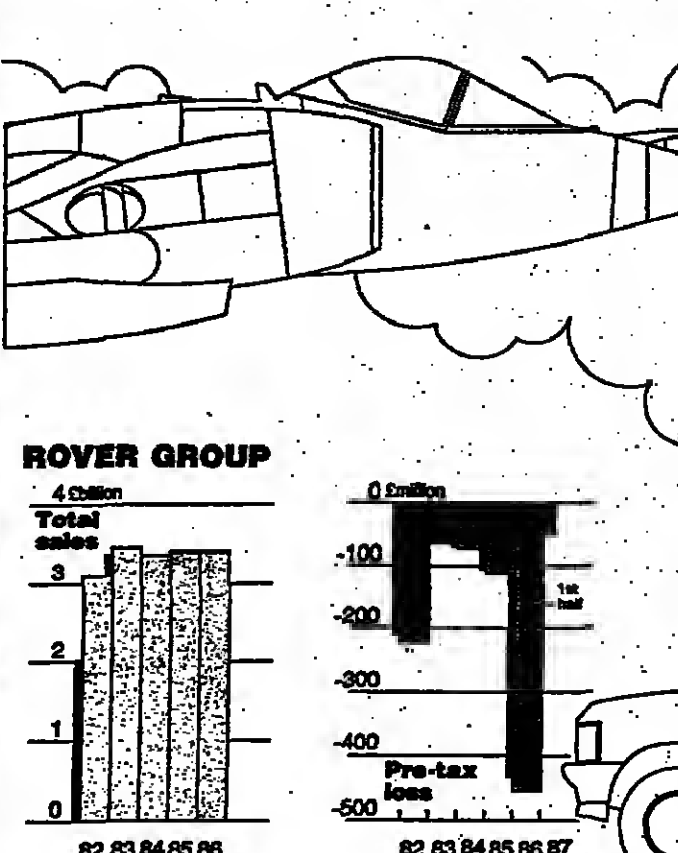
## Geoffrey Owen looks at the background to British Aerospace's proposed bid for Rover Group - a deal that would unite two of Britain's best-known companies and largest manufacturing exporters

THERE ARE obvious political attractions to the Thatcher Government in the proposed purchase, announced yesterday, of Rover Group by British Aerospace.

It will at last move Rover, the residue of British Leyland Motor Corporation (created with government encouragement in 1969) out of the public sector. Unlike the transfer of Leyland trucks to a company controlled by Daf of Holland, it is an all-British solution. Unlike the proposed sale of Austin Rover to Ford, which was called off after political protests, it does not involve physical rationalisation or loss of jobs. The deal will be expensive to the taxpayer - the purchaser will press for substantial debt write-offs - but ministers will see this as a price worth paying. What is far more open to doubt is whether the deal makes industrial sense for the two companies.

At the press conference yesterday Professor Geoffrey Owen, chairman of British Aerospace, stressed the synergy between the two companies - in engineering technology, in marketing, in purchasing and in quality standards. He pointed to the example of other vehicle companies, particularly Daimler-Benz and General Motors, which had diversified into aerospace for similar reasons. Yet in these cases, which have met with a generally sceptical reaction in West Germany and the US, the circumstances and motivations of the acquiring companies were rather different.

Daimler-Benz's investment in electronics through AEG, in aerospace through Dornier and in aero-engines through MTU was prompted mainly by the desire to find alternative sources of growth to ease the car and truck business stagnation. While there are possible linkages in technology, especially in automobile electronics, Daimler is prepared to take the long view and is not likely to interfere with the acquisitions. It is also taking a cautious view of suggestions that it might take control of Messerschmitt-Boelkow-Blom, the German partner in Airbus. Similarly the attraction to GM of the misleadingly named Hughes Aircraft, which it acquired in 1985, was its electronics expertise. GM merged Hughes with Delco, its in-house electronics and electrical subsidiary, and hopes to use Hughes's research capability in such areas as anti-lock braking systems, night vision, collision avoidance systems and display panels. Mr Roger Smith, GM's chairman, sees the integration between car manufacturing and advanced electronics as probably the most



BRITISH AEROSPACE

4 million Total sales, 200 million Pre-tax profit/loss

82 83 84 85 86 87 (in millions)

Source: Daimler-Benz company reports

4 million Total sales, 100 million Pre-tax loss

82 83 84 85 86 (in millions)

Source: Daimler-Benz company reports

## An engagement is announced

important long-term trend in the industry and his main contribution to the company British Aerospace, by contrast, is not primarily an electronics company. While both BAE and Rover are concerned with advanced manufacturing technology, the degree of overlap appears to be small. Both British companies, moreover, have serious problems to parts of their business. Will the merger make these problems easier to solve?

British Aerospace, which itself had a spell in government ownership between 1977 and 1981, has a thriving business in military aircraft and guided missiles, but about a quarter of its turnover is in civil aircraft which is at present making losses. This side of the company has been hit by

short-term difficulties, notably the weakness of the dollar, which has gravely hit the profitability of the Airbus. BAE's own civil projects are at an early stage in their lives, and thus absorbing large amounts of cash. BAE is a relatively small player in the world civil aircraft market - hence the alliance with the French, Germans and Spaniards in Airbus - and is likely to struggle to make profits in an industry dominated by the Americans. It is true that BAE has been enlarging its defence business, for example through the purchase of the state-owned Royal Ordnance. No doubt, therefore, Land Rover will be a useful addition to its portfolio of defence-related products. The absorption of Rover Group as a

whole, however, seems irrelevant to BAE's problems on the civil aircraft side. The attraction of the deal to Rover seems to lie less in industrial synergy than in becoming part of a larger and potentially stronger group within which its existing strategy can be pursued. Austin Rover sits uneasily between the genuine specialists like Jaguar and the high-volume producers like Fiat, Renault and Volkswagen. Successful management have sought to overcome the scale disadvantage in two ways. They have attempted to move the cars up-market and thus to charge a higher price (hence the growing reliance on the Rover name, less associated with the mass market than Austin or Morris). And they have

developing world and could be sold as a separate unit. Indeed several buyers, both British and foreign, have often expressed interest in it. The central problem remains, as it always has done, on the car side. With an annual output of around half a million cars a year Austin Rover sits uneasily between the genuine specialists like Jaguar and the high-volume producers like Fiat, Renault and Volkswagen. Successful management have sought to overcome the scale disadvantage in two ways. They have attempted to move the cars up-market and thus to charge a higher price (hence the growing reliance on the Rover name, less associated with the mass market than Austin or Morris). And they have

### BRITISH AEROSPACE

British Aerospace's approach to Rover is the latest in a series of acquisitions designed to move it away from reliance on the aerospace sector.

Repeating rising costs have made it difficult to build and launch the only big new military combat aircraft in prospect is the European Fighter Aircraft project with West Germany, Italy and Spain. In big civil aircraft, the Airbus programme for which BAE builds all the wings still lose money. The new A-330 and A-340 Airbus will eat up BAE's cash for some years to come. The 1987

### THE BAe BALANCE

1st half 1987 (unaudited)	
Sales (£m)	314
Civil aircraft	82
Military craft	862
Guided weapons	642
Space	77
Total	1,965
Trading profit (£m)	(40)
Civil aircraft	(8)
Military craft	69
Guided weapons	69
Space	(3)
R&D	(50)
Total	91

### THE ROVER GROUP

ROVER has spent tens of thousands of pounds over the past two weeks advertising that taxpayers, who have sunk £2.5bn in the past 10 years into the group, will find its results by March 10 "mildly surprising". This hint of a return to profitability has been made possible by a mix of measures since Graham Day, Mrs Thatcher's choice as executive chairman of Rover Group, took up office in May 1986. They include the disposal of the heavily loss-making Leyland Trucks business, deep cuts to fixed costs and withdrawal from the UK new car price war. The record 1986 net loss of

### THE ROVER GROUP

£262m was followed by a first-half loss of only £22m last year. Mr Day confirmed yesterday that the full year would show a profit before tax and interest. Car production by the group's Austin Rover subsidiary, at around 485,000 units last year, was up 15 per cent on 1986, but still below the 1979 level of 503,000. Exports rose to 140,000 units from 120,000 in 1986, thanks to a luxury model, the Rover Sterling, made to partnership with Honda of Japan. But this was offset by problems at home where market share fell below 15 per cent for the first time. Austin Rover is heavily reliant

### THE ROVER GROUP

on Honda for a new range of medium-sized cars. These, code-named RA, are to be launched next year. The only stand-alone model programme is a revised version of the Metro to be launched in 1988. Land Rover is marginally profitable, but under strong attack from Japanese competitors. Land Rover sales have fallen from a peak of 60,000 in the mid-1970s to under 19,000 last year, although Range Rover sales rose to over 20,000 units from 14,000. The group also has a 40 per cent stake in the Leyland DAF trucks group.

Additional reporting by Annette Katsky in New York and Andrew Fisher in Frankfurt. John Griffiths

## Priorities for Afghan talks

PEACE TALKS aimed at ending the Soviet occupation of Afghanistan resume in Geneva today amid an unprecedented international air of expectation that they are, finally, going to succeed. By a desk piece of footwork Mr Mikhail Gorbachev, the Soviet leader, is turning ignominious defeat in Afghanistan into partial triumph. He has dropped his insistence that an interim government be formed in Kabul prior to withdrawal and, by this concession, has ensured that, if his troops are not pulling out by May 15, a date offered by him, he will not be to blame. He has been aided unwittingly by Pakistan, whose opposition to the Soviet occupation has earned it the unqualified support of the US. In this latest round of Geneva negotiations, Pakistan, by making demands on what happens after the withdrawal, will have to shoulder the blame for delaying the Soviet exit. Such a price is too high.

### The timescale

The key players in the Geneva talks, started six years ago, are Pakistan, host to more than 3m Afghan refugees and leaders of many of the mujahideen guerrilla groups, and the Soviet-backed Afghan Government. Mr Diego Cordovez, the UN mediator, shuffles between the two sides, his official brief being limited to securing a truce for the withdrawal of Soviet troops. He feels that there has been enough movement on the complex details concerning the mechanics of a withdrawal for the talks to resume today. Disagreements remain. How long should the withdrawal take? What about the "front-loading" - the amount of key equipment and troops withdrawn in the first couple of months? Other issues include whether US aid to the

mujahideen ends with the agreement, or when the withdrawal begins 60 days later, or is phased out during the withdrawal. But, given Mr Gorbachev's determination to get his 115,000 troops out, one of these points seems beyond the reach of negotiation.

### Legitimate anxiety

Mr Cordovez has also been engaged unofficially in the last year or so in discussions about possible permutations for an interim government in Kabul. But this is a topic outside his remit and is not on the Geneva negotiating agenda. Making it a precondition for settlement is a red herring and is no less deliberately obstructive when used by the Pakistanis than it was when persistently deployed by the Russians. Pakistan does have legitimate anxieties about what might happen once the Russians leave. If they go before a broad-based transitional government is in place in Kabul, the present Communist regime might cling to power, or the mujahideen groups turn on each other, either of which could cause chaos on Pakistan's border and deter the Afghan refugees in Pakistan from going home.

Alarming though these possibilities are, the future is ultimately a matter for the Afghans. The outlook seems bleak and every effort should be made to find an acceptable compromise quickly. Yet failure to do so is not sufficient reason to prevent the super-powers from leaving a conflict which seriously distorts east-west relations and policy goals. To fail would be tantamount to an admission that a Soviet occupation is preferable to self-determination and that the Afghans should not have the right to be left to make the best or worst of their own country.

## Hard times at the races

THE March Hare was behaving quite sensibly as it tried to dodge the jaws of two pursuing greyhounds in the corner of a Lancashire field. The madness was elsewhere, as hare-coursing supporters confronted anti-blood-sport protesters, divided by police and the line of a hedge. The battle of the Waterloo Cup has become an annual event to be won or lost on the courting fields of Alton, Liverpool. Yesterday, there were 12 arrests after about 3,500 supporters, 500 protesters, and 150 police gathered for the start of the three-day event, the blue ribbon of hare-coursing where 64 greyhounds compete for the £4,000 first prize. The dogs are coursed to pairs, pursuing wild hares across a 50-acre field. A red-coated "slipper", who holds the dogs, gives the quarry an 80-yard start and points are awarded for closing on the hare and turning it. Sometimes the hare escapes; sometimes not.

In the last century there were times when 50,000 lined the Whitechapel fields where the courting takes place. Peter Atkinson, a member of the Waterloo Cup committee, said: "It was so popular then that carrier pigeons took the results back to London. But, while the London Stock Exchange closed for the Waterloo Cup, Parliament rose for the Derby."

William Lynn, who started the event in 1836, was so successful that he founded the Grand National Steeple Chase to slot between Waterloo Cup days as an added attraction. William Hill, the bookmaker, launched his career here, and Joe Coral used to be a familiar face at Alton just after the war. But, while you can still lose your moleskin shirt there, its popularity is declining, partly because of moral arguments and partly because of the advent of the electric hare.

Yesterday stones and a smoke bomb were hurled and cursing heavies waded into any protesters who broke ranks, if the police didn't get there first. Still, the demonstrators seemed to enjoy it.

## Banking failure

Counties, sometimes described as the top people's bank, had a temporary cash shortage at its Fleet Street branch yesterday. An early customer was obliged to borrow £10 from the doorman. The strong room door had failed to unlock. But, said a spokesman, we had money round from another branch in 10 minutes and the safe was cracked within an hour.

### Chairman Smith

Mitland Smith, 55, is a professor of marketing, and over the years has marketed himself very well. Now chairman of British Aerospace, he has a string of chairmanships, directorships and consultancies behind him. "What he loves doing," says a leading merchant banker, "is being on boards, and even more he loves being chairman - just loves it." His early career was chequered, perhaps even accidental. When he took the chair at Senior Engineering in 1976, for example, the company was producing £22m pre-tax a decade later when he was still there the profit was just the same. Greater mishaps happened at Barrow Hespbrun, Midland Aluminim and Silenitright Holdings, all of which he chaired for a period in the 1970s.

He made his name at House of Fraser when it was sending off the prolonged takeover attempt by Lorrho, but even that is an odd story. In fact, he had first tried to join the Lorrho board on the strength of his widespread contacts. Tiny Rowland, the Lorrho chief, indicated that he had enough contacts of his own and so need for someone like Smith to hold his hand. Smith joined the House of Fraser and the two men fought a well-known battle. In under two years at Rover he

## OBSERVER

### PRESCRIPTIONS



He is the first chairman of British Aerospace to be a non-Government appointee. Even there, however, he has proved unpredictable. Sir Austin Pearce, the previous chairman, thought when he left that BAE's prime need was to strengthen its international links and competitiveness. Now Sir, he is the son of an Essex stockbroker's clerk who went to Canada for the sake of his health. He first made his name in the UK as a trouble-shooter at the declining Cammell Laird shipyard in Birkenhead in the early 1970s. But it was the years between 1983 and 1986 when he ran British Shipbuilders that earned Mrs Thatcher's admiration. In under two years at Rover he

has unseated six senior managers at the cost to the company of £2m to pay-offs. In keeping with his remit to privatise the group as quickly as possible he disposed of 14 subsidiaries to concentrate on the core business: producing and selling cars.

Dismissed by some critics as "a desecrated, defunct machine", Day in the flesh has a way with words and exhibits considerable charm, which he has used to good effect when dealing with his political masters. Asked about working with Prof Smith's secretary, he said: "It would be a privilege. And I don't say that about many people." At which point Lord Young butted in: "He doesn't say it about me."

### Brazilian joke

General Secretary Gorbachev asks God whether there will ever be capitalism in the Soviet Union and is told: "Yes, but not in your lifetime." President Reagan asks him whether there will ever be communism in the United States and gets the same answer. Then President Sarney asks whether Brazil will ever pay off its debts and the answer is: "Yes, but not in my lifetime."

### Basil Boothroyd

Basil Boothroyd, the humourist who died this week, loved telling stories against himself. Some years ago, taking a younger member of the Punch staff to lunch, the two men dined through the old Covent Garden narrowly avoiding banana skins and whatever until Boothroyd mused aloud whether people like him are born accident-prone or merely invite disaster to be thrust upon them as a constant source of material. Then he was hit by a falling ladder and spent the next five minutes cursing and clutching a badly damaged shin. When he finally limped up the steps of the Savage Club, the steward said without the trace of a smile: "Good morning, Mr Boothroyd. Usual trouble for a Tuesday morning, I see." Boothroyd collapsed into a chair and laughed till he cried.

## We make you think.

Insert the numbers 1-9 in the grid so that the sum of all the numbers in the connecting circles only is as shown in the table.

for example: 1-34 (4+7+3)  
4-8 (7+1)  
7-5 (4+1)  
3-1

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2-4
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Right-wing candidates in France's presidential race are embarrassed by the absence of a declared left-wing candidate. Ian Davidson reports

# Waiting for the fox to leave its lair

IT HAS BEEN said many times in the past and it will be said many times in the future. François Mitterrand is a cunning old fox. The leading right-wing candidates in the run-up to the French presidential election, Mr Jacques Chirac, the Prime Minister, and Mr Raymond Barre, the former Prime Minister, are both trying hard to get some momentum into their rival campaigns. But their efforts are seriously hampered by President Mitterrand's refusal to declare whether he is going to stand again or not.

If media exposure is a measure of success, Mr Chirac and Mr Barre are both doing very well. Press and television coverage of the pre-election campaign has been obsessive for at least six months, and in the past week or so, since Mr Barre joined Mr Chirac in formally declaring his candidature, it has become all-encompassing.

Yet neither right-wing candidate has managed to establish a decisive lead over the other, let alone appear to mount a convincing challenge to the phantom candidacy of François Mitterrand. During the second half of last year, Mr Barre appeared from the opinion polls to be significantly the stronger of the two; but in the last month or so Mr Chirac has moved up, and is now (depending on which opinion poll you read) either slightly ahead or slightly behind Mr Barre. But both remain substantially below the hypothetical poll rating of President Mitterrand.

This pattern is likely to remain, at least until Mr Mitterrand tips his hand. In policy terms, there are almost no significant differences between Mr Chirac and Mr Barre, as Mr Chirac disarmingly admits: Mr Barre believes in the necessity of investment for industry, whereas Mr Chirac does not, but that is hardly the stuff of exciting political debates. As a result, the competition between them is largely being played out in terms of style and image rather than substance.

In any case, the two men are restraining themselves from attacking each other in public, at least for the time being. How long this restraint will last is an interesting question; but it is clear in principle that, for the right-wing candidates at least, the dynamic of the presidential race is made up partly of competition, partly of mutual support.

So long as both of them remain in the race, neither has a chance of outright victory (more than 50 per cent of the votes) in the first round of voting on April 24; and if François Mitterrand is the main standard bearer of the left, neither Mr Barre nor Mr Chirac has a chance of victory in the run-off on May 8 without the support of the other's voters. So long as they both put a right-wing victory

above personal ambition, therefore, they both have a logical and disinterested incentive for treating each other with kid gloves.

On the other hand, taking part in the run-off depends on coming in second (or even first) in the first round. Neither man can be expected to conduct a wholly disinterested campaign from beginning to end, even though Mr Barre is doing his best to project an image of lofty serenity. Both right-wing candidates are waiting with growing impatience for the chance to have a crack at their main rival on the left, in order to reduce the temptation to have a crack at each other.

## For Mitterrand to back out would seem like malice towards the Socialists

Mr Barre has made comprehensive criticisms of the whole of President Mitterrand's seven-year tenure of office. Mr Chirac has criticised the five-year period of the Socialist government which preceded his two years at the Matignon, because it would really not do for him to carp too loudly at his partner in the strange left-right "cohabitation" which has marked the past two years. But it is a striking mark of the dignity of the French presidential system, that Mr Mitterrand has remained virtually immune to serious personal attacks from either of the main right-wing candidates so long as he has declined to enter the arena as a candidate.

Virtually everyone by now assumes that Mr Mitterrand will be that rival. Although he has until recently played repeated cat-and-mouse games with the press, it has become almost impossible to imagine that he would decide not to run; the polls consistently encourage him by pointing to a clear-cut victory and for him to back out now would almost be an act of malice towards the Socialists.

A number of leading party figures, starting with Mr Michel Rocard, the former Agriculture Minister, and including Mr Laurent Fabius, former Prime Minister, and Mr Jean-Pierre Chevènement, former Industry Minister, would no doubt be keen to try. But in the shadow of Mr Mitterrand, none of them starts out as a natural unifying candidate and time is going very short for the party to mobilise convincingly behind any of the alternatives.

Mr Rocard has long posed as the

young social-democratic challenger for the party leadership and the presidency, and his popularity in the country appeared to justify his ambition. Now even he has started to adopt a lower and more subservient profile, behaving more like President Mitterrand's confidant and messenger than his replacement. He has reinforced that impression in the past few days, by suggesting in public that he would be willing to offer himself as a candidate for the prime ministership.

The inference being drawn by such experienced commentators as Jean-Marie Colombani of Le Monde, is that Rocard is now absolutely convinced that Mitterrand will run; that in the short run his only option is to rejoin the ranks under Mitterrand's leadership; that if he wants a chance at the presidency, he had better wait until 1995, when he will only be 64; that if Mitterrand wins he will be bound to appoint a centre-right government; that he (Rocard) must be a plausible candidate for bridging the gap between the Socialists and the big compromisers in the centre; and that he will be best placed for 1995 if he can secure a term as Prime Minister first.

The biggest question mark over the campaign is what happens when Mr Mitterrand does declare his candidature. Some observers, and many of his opponents, claim that his strong and consistent performance in the polls is largely due to the fact that he is not a declared candidate, but can pretend to a lofty role above the hurly-burly of vulgar political manoeuvring. For the time being, the argument is no more than speculation; but the inference must be that Mr Mitterrand should delay his entry into the arena as long as possible. That is, in any case, the way he has been playing it so far: frequent public appearances, polished comment on the state of the nation, and barbed if indirect criticism of the two main right-wing candidates.

Last week he carried the game a stage further, with a public appeal for reconciliation, unity and dialogue. "Let us have confidence in the French people," he said, "because, instinctively, it knows what it needs, but I can tell it what it does not need: that is, a France divided in class, in rival churches, in factions, in fractions, and parties which refuse to work on the building of France."

Whether or not he was just playing an advertisement for cohabitation was unclear, let alone whether it was designed to suggest that he would continue with cohabitation after the

election; but it was certainly a claim to be a centralising and a unifying force. If he can finesse the transition from non-candidacy to candidacy, he may be able to elude any danger of a tumble in the opinion polls.

For the innocent at large, the polls present a puzzling set of interlocking questions, which recall the old joke that an Armenian is a man who enters a revolving door behind you, and emerges from it in front. The first question has to do with the broad balance of opinion in the country between the left and the right. Most of the polls have seemed to suggest rather consistently over a number of months, that supporters of right-wing presidential candidates in the aggregate outnumber supporters of left-wing presidential candidates by very roughly 55 to 45 per cent. By what alchemy, therefore, does it happen that in a second-round run-off, Mr Mitterrand could hope to win by, again very roughly and depending on his opponent, 55 to 45 per cent?

Part of the answer appears to lie in the political mood of consensus; all three main candidates seem determined to claim to be able to govern from somewhere near the centre, at least in terms of sober anti-inflationary economic policies and commitment to Europe. This broad convergence (at least in contrast with the very wide divergences of the 1981 campaign) seems to be reflected in a lack of passion among the voters; some polls have suggested that only a minority of voters would be seriously upset if the candidate of their choice failed to get in.

A more important part of the answer seems to lie in the divided nature of the French right. A recent poll by the research organisation Sofres showed that only three quarters of Barre's supporters would vote for Chirac in a run-off, an vice versa; whereas about one in eight would actually vote for Mitterrand.

In the case of the extreme right-wing National Front, the figures are even more striking; only half of Jean-Marie Le Pen's voters would support either Barre or Chirac in the run-off, whereas over a quarter would vote for Mitterrand.

These antagonisms are hard to understand and harder to explain. They certainly do not lie in any simple differences of policy; the neo-Gaullist RPF party covers a broad spectrum of ideological views and some Gaullist ministers would be closer in spirit to some of the centrists or even some of the Socialists, than to some of their own party colleagues. Nor are they explained simply by the personal ambition of Chirac or Barre, though that doubtless plays an important role.

The academic explanation, which was first formulated 35 years ago by the French political scientist René Remond, is that France has three dif-



different right-wing traditions: the classical, Catholic conservative tradition; the free-thinking, comparatively liberal tradition, which he calls Orleanist; and the muscular, state-oriented or Bonapartist tradition. Why these three traditions should still be alive and antagonistic in 1988 remains something of a mystery.

may in the last resort be more real, is called Jean-Marie Le Pen. Barre and Chirac may between them aim to win 40-45 per cent of the votes in the first round; but Mr Le Pen looks like getting 10 per cent or even more, and those are the 10 per cent needed for victory in round two. Barre, as the outsider, needs to play something of the role of a Cassandra, but Le Pen is

the real beneficiary of the low-growth economy and the high level of unemployment. And it is he who may make it difficult and perhaps impossible for any right-wing candidate to win.

But everything could change between now and April 24. Who knows, perhaps François Mitterrand will prefer retirement . . . .

## Audit requirement should be retained

From Mr Declan Bourke.  
Sir, "Small companies told to obey accounting rules" (Richard Waters, February 26) states that abolition of the audit requirement for small companies is gaining favour in the accountancy profession, and the Chartered Association of Certified Accountants is the only accountancy body against the idea.

The position of this Institute is that the audit requirement should be retained for all limited companies. That position was fully set out in our response to the Department of Trade and Industry's (DTI) 1985 consultative document "Accounting and Audit requirements for small firms."

In that response we argued that the advantages of audit, the protection of creditors in the face of limited liability, and the need to ensure that directors of small companies understand and observe their legal responsibilities, strongly support retention of the audit requirement for all limited companies.

We went on to say that a convincing case must be made before a far-reaching change - such as the abolition of the audit requirement - could be introduced; such a case, in our view, has not been made.

The Institute was reassured by the outcome of the consultation process which the DTI carried out in 1985-86. We are surprised that the issue is being raised so soon again, because we are not aware of any new reasons which would alter the conclusions reached as recently as May 1986. Declan Bourke.

The Institute of Chartered Accountants in Ireland,  
11 Donegall Square South  
Belfast, Northern Ireland

## Letters to the Editor

### USSR policy on nationality

From Mr Victor Orlik.  
Sir, Margaret van Hatten's allegation that "since Lenin's time, official Communist Party policy has taken as its goal the merging (stiyaniye) of the nationalities, as opposed to the free development (razvitiye) of national characteristics" ("Nationalism Tugs at the Soviet Centre" - February 27) is not entirely true, to say the least.

Vladimir Lenin saw the merging of nations as a time-consuming historical process which could proceed on a world scale only after mankind's advent to communism. The Soviet Communist Party has never suggested the merging of nationalities as a practical and political slogan. Some resolutions of the Party Congresses as well as the CPSU programme and the Soviet constitution do mention the free development and further rapprochement of the socialist nationalities.

I would offer a few general concepts to illustrate our understanding of the national policy.

We oppose the ideology of chauvinism and nationalism; we offer due regard for the national feelings and national dignity of every individual, but we are strongly opposed to any deliberate attempts to erode or whip up national characteristics; we educate people in the spirit of Soviet patriotism and internationalism.

As for Yuri Andropov, his name is generally associated with

### Divestment from South African links

From Mr Nick Randall and Mr Avinash Persaud.

Sir, contrary to the letter from the School of Economics (February 27), the divestment campaign at the London School of Economics was long, hard fought, and sometimes bitter. Student frustration at LSE inaction on this issue led to a week-long occupation, in February 1987, reminiscent of the student protests of 1968. In the aftermath of this, the School reluctantly agreed to a code of conduct on South African related investments.

At the July meeting of the Court of Governors a motion was passed by just two votes (the smallest margin in the School's history) to sell shares in 16 companies. However, this decision was substantially revised at the December meeting of the Court. At this stage shares in just six companies had been sold.

Student anger at this turnaround manifested itself in calls for another occupation if divestment was to be obstructed further. In a report to the joint meeting of the standing committee and student governors on Tuesday February 23 it became clear that continuous pressure from student leaders and academics had forced the School to sell shares in all firms in its portfolio which had links with South Africa - almost one fifth of its entire portfolio in equities.

It is shameful that no such effort had to be put in to "encourage" the School to divest from South Africa. But now that it has, the School should be proud to be the first British university to do so.

Nick Randall,  
Avinash Persaud,  
LSE Students' Union,  
Houghton Street, WC2

## London docklands development goals include helping the local population

From Mr Alan Benjamin.  
Sir, The arguments used by the Docklands Consultative Committee (FT report, February 17) to criticise the London Docklands Development Corporation (LDDC) have been used before, and when set against the facts, fall apart.

Let us leave aside 20 years of neglect, inaction and waste which preceded the LDDC, and led to appalling poverty and economic desolation. Once in "office" the LDDC's first priority was to create the physical redevelopment and renewal without which no regeneration could take place.

This has successfully begun through investment into new roads, sewage and a railway, as well as the creation of 8000 new homes. As we have said consistently: up to 1987, 80 per cent of all the new homes built have sold

at prices below £40,000. Of the homes built on LDDC land, 1876 have been bought by residents of the three Dockland boroughs.

The increase in land values has enabled the LDDC to fund the infrastructure and move towards funding the railway extension. There is no space here to describe the positive impacts of new sporting facilities, the new airport and the 635 new firms which have entered Dockland; or to list the training schemes created in the area.

The LDDC's policy, having achieved considerable investment momentum, is now concentrating upon enabling more education and training, improved community facilities, more job opportunities and systems for environmental care.

It has great offices which are open for public visits and discussions, and a social facilities unit,

which spends £750,000 a year on support for local voluntary groups and which is devoted exclusively to "people issues" - especially those related to local people and their special needs. Unemployment has fallen by 8 per cent up to July 1987, and a new job creation report to be published shortly will show a sharp increase in the number of new jobs created. Everything that we do considers how we might directly and indirectly help the local population.

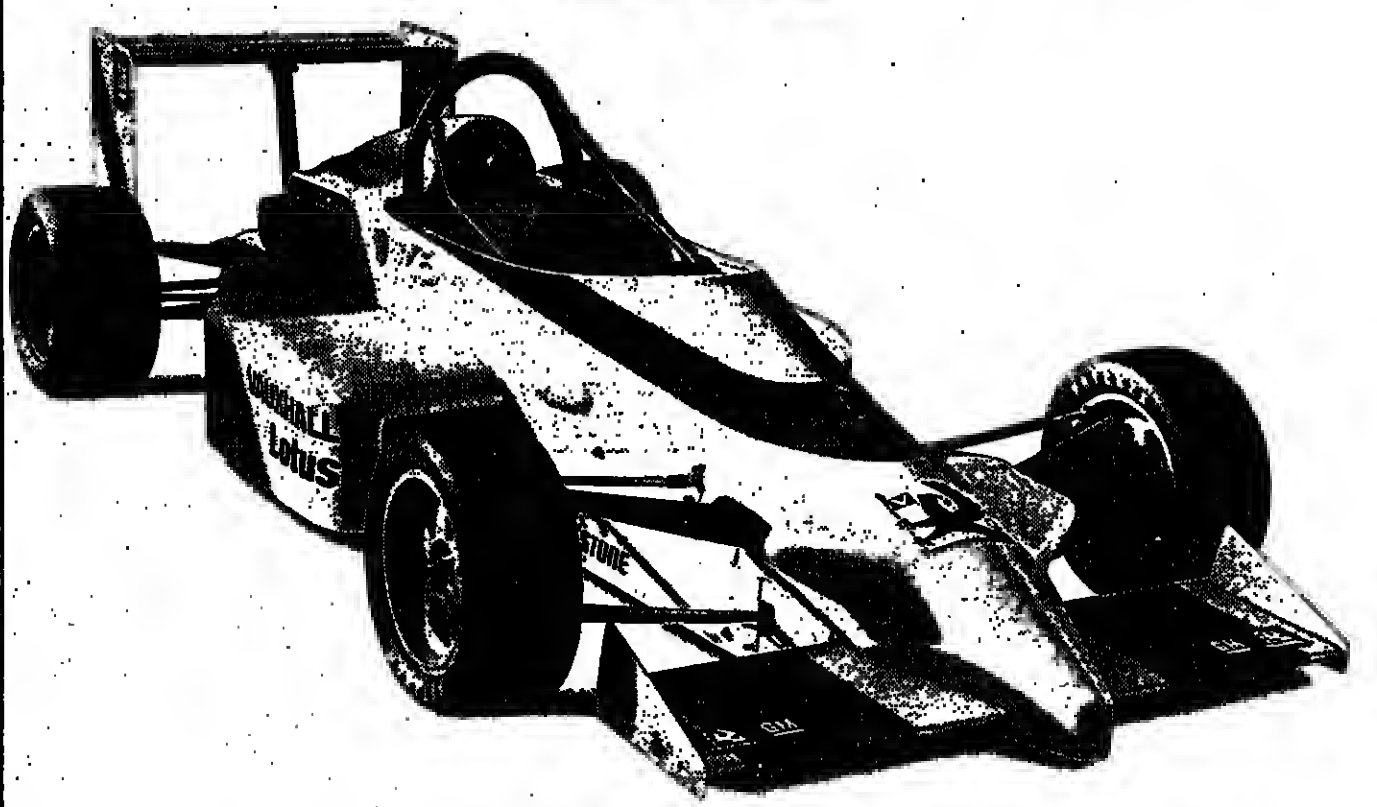
First is ensuring a supply of lower priced housing with a variety of funding options (not just for sale). The facts show that the Housing Associations and developers are achieving this, with 10,000 new homes planned in the next five years, of which 5000 are currently under construction.

Second is a £20m programme for education support and training activity, where our partners are the Inner London Education Authority (ILEA), and Newham. Third, a social compact with Newham Council to work together on social and community issues. Fourth, commitments and investments in enterprise units for young unemployed people.

These - including local councillors and officers - who know what the LDDC is doing and know its attitudes, also know that the Consultative Committee is fighting the battle of the 1970s; and that it has not and - worse - will not recognise achievement and, more importantly, LDDC's goals for local people. That is a shame.

Alan Benjamin,  
London Docklands Development Corporation,  
84 St Katherine's Way, E1

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# FINANCIAL TIMES

Wednesday March 2 1988

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Pakistan's attitude will be crucial to the outcome of this week's summit talks, reports Robin Panley in Geneva

## Battle of wills takes shape over Afghanistan

**HOPES** for an early conclusion to the Afghanistan peace talks which resume in Geneva today subsided last night when the Afghan and Pakistani negotiating teams arrived with opposing and intransigent positions.

The UN-sponsored talks are indirect discussions between Afghanistan and Pakistan aimed at securing agreement on how and when the 15,000 Soviet occupation troops leave Afghanistan.

Mr Abdul Wakil, the Afghan Foreign Minister, said yesterday his team would not raise any new subjects or objections at the proximity talks with Pakistan under the auspices of Mr Diego Cordovez, the UN mediator. But it would also not allow anyone else to raise any new matters.

This underlined Afghanistan's determination to resist any moves by Pakistan to make the formation of an interim transitional government in Kabul a precondition to signing a peace accord in Geneva.

Mr Zain Noorani, Pakistan's Deputy Foreign Minister, insisted in an airport press conference that the subject of an interim government was not a new issue.

This is a second-track subject raised more than a year ago. We do not want to delay the Soviet withdrawal by a single day. But we seek a comprehensive, not a partial, settlement. That can only happen by finding a way, side solution to all the issues including a transitional government."

This suggests that the talks are going to be more difficult and protracted than many had hoped. Mr Noorani implied that they could be lengthy and Mr Wakil said the talks could last "many days", although he was optimistic about the final outcome providing there was no attempt by any side "to bring about a stalemate."

Mr Wakil insisted that the interim government was not for the Afghans alone and not for the Geneva talks aimed at ending the eight-year occupation of Afghanistan by Soviet troops. Mr Mikhail Gorbachev, the Soviet leader, has offered to start pulling his troops out on or before May 15 if peace accords are signed in Geneva this month.

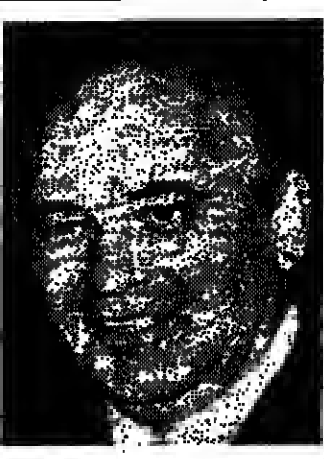
Mr Wakil gave clear signals that the present Afghan Government intended to be at least a major player in any future gov-

**Soviets underline commitment to deal**

The Soviet Union yesterday reiterated its intention to see agreement reached in talks starting today in Geneva between Pakistan and Afghanistan which are aimed at settling the Afghan conflict, Christopher Bobinski writes from Moscow.

Mr Gennady Gerasimov, the Foreign Ministry spokesman, told a press conference here yesterday both his country and Afghanistan "firmly" wanted an agreement to emerge from the talks.

Mr Mikhail Gorbachev (right), the Soviet leader has said that agreement signed in Geneva during this round of



from the Mujahideen. On the other hand, the Mujahideen, widely split on ideological grounds, might turn against each other in a different but equally bloody form of civil war.

Either scenario would deter the refugees from returning home, leaving Pakistan with a major problem. US aid is likely to diminish sharply once the occupation is over. Worse, the Pakistanis fear any civil strife could spread over its North-West Frontier borders.

On the other hand, if Pakistan refuses to sign an agreement in Geneva it risks international censure for prolonging the Soviet occupation.

As the US also puts a higher priority on withdrawal of troops than on the creation of a interim government, it is likely to pressure Pakistan to agree. It may even threaten to cut off aid in any event when it comes up for renewal next year.

A possible way out would be for the parties to initial but not sign the protocols. This would enable the Soviet Union to say they were signed and pull out, while Pakistan could insist it had stuck to its principles and not signed in the absence of an interim government.

Another possibility would be to sign very quickly and then spend the ensuing 60 days looking for an agreed interim government, with Mr Cordovez acting as an unofficial central negotiator.

However, the immediate business of Geneva today remains the withdrawal protocols. For the first time since 1979 a Soviet withdrawal looks a reasonable, but still not good, bet.

Mr Gorbachev is so convinced it will happen that some Soviet troops have already been moved out of Afghanistan and some Soviet military personnel are not being replaced. A comfortable Black Sea dacha plus pension are reportedly being lined up for President Najibullah's retirement in communist exile.

One thing is certain: if withdrawal does not happen, Pakistan will have a lot of questions to answer.

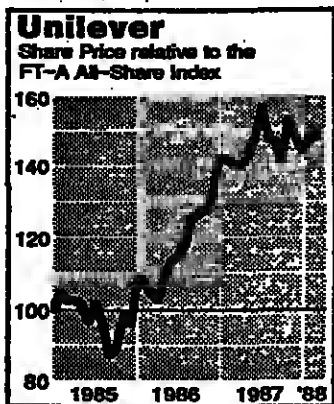
### THE LEX COLUMN

## Finding Rover a good home

You have to give British Aerospace credit for lateral thinking. From the viewpoint of Rover and the UK Government, the proposed deal has everything: a bid for the whole hotch-potch from a politically ideal buyer, one which is not only British but a non-competitor and thus unlikely to shut down factories. For BAE's stunned shareholders, the benefits look a good deal more arcane.

Financially, the short term might have its attractions, assuming that BAE can juggle its way to a completely debt-free purchase at a nominal price. Rover comes with an enormous backlog of tax losses, and looks set to announce its first profit for many years later this month.

The industrial case rests on both manufacturing and marketing. BAE's strength in engineering design is supposed to marry up somehow with Rover's expertise in production processes, and Rover's claimed presence in continental Europe is to complement BAE's in the US. In addition, Rover's link with Honda is to give BAE an entry to Japan. But it is not easy to see the link between selling aeroplanes and mass-market cars, and a tie-up with Honda would be of doubtful benefit if it amounted to a transfer of aerospace technology to Japan. And though BAE also points to other instances of auto/aerospace marriages - General Motors, Daimler Benz and so forth - these typically consist of a strong car manufacturer branching into aerospace, not the other way round.



volume and profit may still be opposing concepts. Growth in US detergent tonnage, at 5 per cent, was half the previous year, but the result was a profit after years of losses. The personal products side of Lever Bros is still losing handsomely, but should now fare better as part of the lately-acquired Chesebrough-Pond's. It looks quite possible that the group should make £1.5bn pre-tax this year, in which case the shares at 497p are on 11 times earnings - a shade above the market, but not a bad two-way bet if there is a recession round the corner after all.

### Macy's/Federated

It is getting to be just like old times on Wall Street. Mr T. Boone Pickens, the terror of the US oil patch, has turned his attention to chasing gold mining companies, and properties are once again in play and highly leveraged takeover bids are very much back in vogue. Indeed, if there was ever any doubt that some of the froth of last year's bull market continues to affect corporate America and its investment bankers, Macy's part-paper bid worth all over \$8 billion for Federated Department Stores has set the record straight.

Here is a company which was taken private in a highly leveraged management buy-out less than two years ago, making an even more highly leveraged bid for a company twice its size. Moreover, Macy's is only offering \$73.30 per share in cash for 80 per cent of the Federated equity and the balance consists of an approximate 40 per cent stake in a combined Macy's/Federated, which will be far and away the biggest US department store group. Whilst a much sweetened \$68 per share all cash offer for Federated from Campeau still looks the more straightforward of the two bids, there are a number of factors which could sway the bid in Macy's favour.

For a start, Federated's management might prefer joining forces with another US department store group in which it has a major stake, even though the new entity will be under as much pressure to sell assets as Campeau. However, the real key to success rests with the rival investment banks which have their much-inflated reputations at stake. Indeed, M & S's ability to buy Brooks Brothers from Campeau may hinge on the willingness of the latter's adviser, First Boston, to outbid Macy's Drexel Burnham.

### Unilever

Though Unilever is not what the stock market thinks of as a cyclical company, there is no doubt that its profits - and in particular, its operating margins - are affected by the economic cycle. Yesterday's full year figures showed therefore, have upbeat implications for the market overall: not only was there a real improvement in margins last year of around 15 percentage points, to 8.4 per cent, but a further modest improvement is expected this year. Underlying volume growth seems anything to have accelerated in the final post-crash quarter, and the 4 per cent figure for the year is expected to be repeated in 1988.

In the US market, of course, Assumed the deal does come to fruition, it must surely be referred to an ECM for approval. Judging by the 7 1/2 per cent drop in BAE's shares yesterday in the absence of financial details at all, the institutions will take some convincing.

Assuming the deal does come to fruition, it must surely be referred to an ECM for approval. Judging by the 7 1/2 per cent drop in BAE's shares yesterday in the absence of financial details at all, the institutions will take some convincing.

### British Gas

Fresh from having offended the Canadians in its clumsy acquisition of How Valley, British Gas has done it again, this time with the New Zealand Government. However, the natural conclusion

## Petrocorp deal with British Gas collapses

By Steven Butler in London

BRITISH GAS has suffered a major setback to its plans to diversify overseas with the collapse yesterday of its deal to buy the New Zealand Government's 70 per cent stake in Petrocorp Corporation, the country's biggest producer of oil and gas, for £280m (\$527.5m).

The New Zealand Government's abrupt decision to withdraw from the agreement in principle, which had been announced two weeks ago, appeared to take British Gas by surprise. A British Gas negotiating team was still in Wellington and executives of the company were scheduled to arrive in New Zealand in a fortnight to continue the discussions.

It followed a storm of local criticism that the Government was selling important national assets to foreign hands.

Mr Richard Prebble, the New Zealand State-Owned Enterprises Minister, announced the termination of the agreement late yesterday. He accused British Gas of concealing the final sale agreement which included "more than 30 pages of legal provisions which the Government considered unacceptable."

British Gas claimed that all the provisions of the proposed agreement had been agreed by the New Zealand Government before the agreement in principle was announced.

It also indicated that the Government had broken an agreement that neither side would make a public announcement without the consent of the other.

The decision to sell Petrocorp, a monopoly wholesale supplier of gas with a sizeable retail business, to foreign interests had been strongly attacked by the Labour Party and was also opposed by Sir Ron Brierley, whose Brierley Investment owns 15 per cent of Petrocorp and has indicated its intention to increase the stake.

Mr Prebble said the New Zealand Government would now be considering other offers for Petrocorp that were similar in price to the British Gas deal.

The Government had been counting on the NZ\$800m (\$380m) proceeds, which was to have been paid for in foreign currency, to produce a budget surplus next month.

The New Zealand dollar fell following the announcement. British Gas rose 2p to close at 135p.

Background, Page 26; Lex, Page 20

## Brussels may alter merger rules

BY WILLIAM DAWKINS IN BRUSSELS

THE EUROPEAN Commission is expected today to decide on fresh plans for a controversial merger control regulation which will include extensive changes designed to soothe British and French fears about giving Brussels too much power to interfere in corporate takeovers.

The scheme to go before today's weekly meeting of the Brussels authorities will still, however, give the Commission the power to block or even unravel any mergers or takeovers within the European Community which it considers would be likely to distort competition at EC level or "give rise to a dominant position."

Before the regulation can become law it would need to be accepted by EC Industry Ministers who are likely to discuss the controversial plan at a meeting in June.

The proposed regulation is also designed to give legal backing to company link-ups that do not risk creating cartels. As such, it will have a major bearing on the growing number of cross-frontier corporate bids in the European Community, notably the hotly contested attempt by Mr Carlo De Benedetti, the Italian financier to gain control of Societe Generale, Belgium's biggest company.

Today's proposal comes from Mr Peter Sutherland, the Irish Commissioner for competition policy, in response to a request from member states to re-draft a merger control scheme which has bogged down in debate since it was put forward 14 years ago. It has been helped along by a series of legal threats from the Commission and a landmark European Court of Justice ruling last November which strengthened and clarified

the scope of the Brussels authorities to influence takeovers.

The combined turnover at which a newly merged group will attract a Commission investigation has been raised from Ecu750m (\$879m) in the original proposal to Ecu1bn in today's version, in response to mainly British fears that the controls would unnecessarily hit small companies. However, officials pointed out that the threshold applies to the worldwide turnover of the groups involved and not just their EC sales.

Takeovers of companies with less than Ecu50m turnover would be exempt, irrespective of the size of the predator. There would also be an exemption for groups that have more than three-quarters of their combined sales in one member state, a new clause

put in to answer anxieties that the line between national anti-trust authorities and Brussels was too vague.

In a gesture to British fears that an EC merger regulation would unduly delay fast-moving takeovers, the Commission is offering to cut to between two and four months the time it will take to come to decisions on bids.

Although the proposal involves compromises - cautiously welcomed by diplomats yesterday - it includes some strikingly tough provisions. It would, for instance, allow Brussels to fine merged groups up to 10 per cent of the value of their combined assets for disobeying Commission rulings and also empowers EC investigators to raid company offices and seize documents.

## Mideast peace mission hinges on Reagan talks

THE fate of the US peace initiative in the Middle East will depend on talks today in Brussels between US President Ronald Reagan and his Secretary of State, Mr George Shultz, writes Our Middle East Staff.

Mr Shultz spent three hours talking to King Hussein in Jordan in London yesterday in a determined attempt to win support and afterwards refused to write off his mission - despite five days of frustrating shuttle diplomacy.

Mr Shultz also met British Prime Minister Margaret Thatcher, who was said to have given her support for what was described as a "major effort" to revive the peace process.

## British Aerospace seeks Rover

Continued from Page 1

ment on the volume car side. During a series of House of Commons exchanges Mr Kenneth Clarke, the Industry Minister, said the initiative had come last year from talks between the BAE board and Mr Graham Day of Rover - who has apparently discussed the position with Mrs Margaret Thatcher, the British Prime Minister.

The response in the UK parliament yesterday suggests that the Government will face none of the political difficulties among its own supporters which led to the abandonment two years ago of the Ford takeover of Austin Rover and the General Motors purchase of Land Rover and Rover's commercial vehicles side.

The UK Government sought to justify the deal by drawing on a comparison with overseas groups, such as General Motors,

Fiat, Saab and Daimler Benz, which also combine motor and aerospace interests and fit well together.

Lord Young refused to discuss the financial aspects of the potential takeover. However, he has already indicated that the Government will be prepared to forgive at least some of its £2.5bn equity in the group.

Prof Smith himself made clear yesterday that BAE expected substantial clearing up of Rover's balance sheet before a deal could go ahead.

Rover has an accumulated deficit of some £2.6bn, plus more than £900m in bank borrowing. This itself could prove a stumbling to an agreement were the EC to object to any large-scale forgiveness on competition grounds. Declaring that BAE would be "dealers of the business, not asset-strippers", Prof Smith said Rover would gain access to an expert workforce of 25,000 BAE engineers, and BAE would benefit from Rover capabilities.

Canadian-born Mr Day, Mrs Thatcher's personal choice of Rover Group chairman, described the potential deal as "the ideal solution for us" - it was all-British, opened up new potential areas of business for Rover and carried none of the rationalisation risks associated with its sale to a direct competitor.

This does not mean that BAE is in any way abandoning aerospace - far from it. The group's trading profit of £17m in the year to end-December 1987, and of £91m in the six months to end-June last year, indicate that a substantial part of its long-term future continues to lie in that sector.

### WORLD WEATHER

Area	Temp	Wind	Cloud	Pres	Humid	Visib	Other
London	12	10	100	1013	85	10	
Paris	11	12	100	1012	85	10	
Brussels	11	12	100	1012	85	10	
Frankfurt	11	12	100	1012	85	10	
Amsterdam	11	12	100	1012	85	10	
Geneva	11	12	100	1012	85	10	
Zurich	11	12	100	1012	85	10	
Berlin	11	12	100	1012	85	10	
Munich	11	12	100	1012	85	10	
Stockholm	11	12	100	1012	85	10	
Helsinki	11	12	100	1012	85	10	
Copenhagen	11	12	100	1012	85	10	
Oslo	11	12	100	1012	85	10	
Stockholm	11	12	100	1012	85	10	
London	12	10	100	1013	85	10	
Paris	11	12	100	1012	85	10	
Brussels	11	12	100	1012	85	10	
Frankfurt	11	12	100	1012	85	10	
Amsterdam	11	12	100	1012	85	10	
Geneva	11	12	100	1012	85	10	
Zurich	11	12	100	1012	85	10	
Berlin	11	12	100	1012	85	10	
Munich	11	12	100	1012	85	10	
Stockholm	11	12	100	1012	85	10	
Helsinki	11	12	100	1012	85	10	
Copenhagen	11	12	100	1012	85	10	
Oslo	11	12	100	1012	85	10	
Stockholm	11	12	100	1012	85	10	

## Nato postpones decisions

Continued from Page 1

President Francois Mitterrand of France, who will be the first French head of state to attend a Nato meeting since General de Gaulle took his country out of the Alliance's integrated military command 22 years ago, has thrown fuel on the fire just when it looked as if a compromise had been worked out by Washington and Bonn.

Wading into the dispute with two newspaper interviews on the eve of the Brussels meeting, Mr Mitterrand, who believes that the only effective deterrent is the

threat of massive destruction by long-range strategic nuclear weapons, effectively backed the German position on battlefield weapons.

Mr Mitterrand's position is weakened by the fact that France does not participate in Nato's integrated military organisation, and that his latest views do not appear to be fully shared by his own Prime Minister.

However, the President's intervention in the debate could well trigger a sharp riposte from Mrs Thatcher.

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SECTION II - COMPANIES AND MARKETS  
**FINANCIAL TIMES**

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**Court allows SGB to issue shares in poison pill defence**

BY TIM DICKSON IN BRUSSELS

THE FRANTIC six-week bid battle for Société Générale de Belgique took another unexpected turn yesterday when a Brussels Court overruled a previous legal decision on the board's "poison pill" defence.

The court move to legitimise 12m authorised but hitherto unused shares in SGB was immediately interpreted by Viscount Etienne Davignon, a director of La Générale and the company's main spokesman, as a major new weapon in the fight to defeat the ambitions of the Italian businessman Mr Carlo De Benedetti for outright control.

Viscount Davignon produced figures last night which indicated that after the capital increase Cerus, Mr De Benedetti's Paris-based holding company, would only speak for 26.53 per cent of SGB shares, while the Franco-Belgian alliance, led by Compagnie Financière de Suez and Belgium's leading insurance company Groupe AG, would control more than 66 per cent.

Until yesterday the Franco-Belgian group had been claiming 52 per cent while Mr De Benedetti, momentarily triumphant after outwitting two leading Belgian businessmen to his side on Monday, said his camp could count on more than 47 per cent.

However, most observers believe the struggle is not yet over and that Cerus and Mr André Leysen, chairman of the Flemish holding company Gevaert and one of the new con-

verts to the De Benedetti case, will not only challenge the court's latest decision but dispute SGB's plans for issuing the new shares.

The major uncertainty centres on the terms of a previous deal between Mr Leysen and La Générale's board when the Gevaert chairman was acting as leader of another Franco-Belgian group anxious to contain Mr De Benedetti's ambitions.

Mr Leysen - supported by his new friends at Cerus - claimed yesterday that he still has an option to subscribe for these shares. But Mr Davignon was equally insistent that this agreement was no longer valid once one of his partners (the insurance group Royale Belge) had decided to sell its SGB shares and once it had become clear that Mr Leysen had failed to co-ordinate his group.

Mr Davignon said last night that the new shares - currently held by an SGB affiliate called Sodecom whose shareholders are mostly hostile to Mr De Benedetti - would "clearly" not be ceded to anyone except those around the new Franco-Belgian alliance.

There was no "written" agreement with Mr Leysen and Gevaert therefore had no more right than anyone else to the new shares.

In a defiant gesture Mr Davignon repeated his previous assertion that Mr De Benedetti's blocking minority could not "paralyse" SGB.

**Heyman lifts GAF buyout offer to \$1.7bn**

By Roderick Oram in New York

MR SAMUEL HEYMAN, the corporate raider known for his abortive bid for Union Carbide, has increased his buyout offer to public shareholders in GAF, his master company, to about \$1.7bn.

However, the revised terms remain substantially inferior to those Mr Heyman offered before last October's market crash.

A committee of seven outside directors said it could not endorse the latest proposal because "it does not adequately reflect the long-term value of the company."

The revised offer is \$46 cash and \$6.50 principal amount of junior subordinated debentures with a value of at least \$5 on a fully distributed basis per GAF share.

The previous post-crash offer was \$40 and \$6.50 in principal amount compared with a \$66.50 offer made last September.

The stock fell 4 1/2 to \$49 1/2 in early trading yesterday.

Salomon Brothers, the investment bank hired by the committee, deemed the revised offer fair so a majority of the committee decided it should be submitted to shareholders.

The directors also instructed Salomon to look for other buyers.

GAF also said it had reached agreement in principle to settle all pending litigation connected with the proposed buyout.

Mr Heyman and a group of senior GAF managers originally offered \$66.50 a share, or \$2.3bn in total, last September. The committee was reported to have rejected the offer.

The committee reportedly told Mr Heyman in October that it was likely to reject any bid of less than \$70 a share.

The stock market crashed a few weeks later, driving down GAF's share by \$17.50 to \$35 on Black Monday alone.

James Buchan looks at the thinking behind Macy's \$6.2bn bid for Federated Department Stores

**Finkelstein seeks second miracle on 34th St.**

BACK IN 1974, Mr Edward Finkelstein, a storekeeper of boundless self-confidence, arrived in New York from the West Coast to run the vast 11-storey Macy's department store at the crossing of Broadway and Sixth Avenue.

The shop, which covers an entire city block and claims to be the largest in the world, had long occupied a particular place in New York City's culture. For 50 years it had been the terminus of an annual Thanksgiving Day parade and its Christmas Santa Claus were the subject of the Hollywood film, *Miracle on 34th Street*.

But in 1974, the flagship of the 116-year-old R. H. Macy chain was not in a good state.

The neighbourhood was a tip. Stranded at an unfashionable address by New York's move uptown, Macy's had started selling cheap goods at cheap prices: it had "traded down." The company's board was thinking of closing the store. Mr Finkelstein, who had just transformed Macy's California operations, was having nothing of this.

In short order, he stripped out the tacky furnishings to reveal the marble and panelling below, turned the grim bargain basement into a chic housewares arcade called the Cellar and restored Macy's reputation for quality.

Sales and profits rose 15 per cent a year. In a shopping-mad city, Mr Finkelstein became the super-merchant. His airy, festive style was imitated uptown, even at Bloomingdale's.

But in 1984, Mr Finkelstein made a mistake. With the US

economy booming and sales revenues topping \$4bn a year, Macy's opened stores and took on inventory with a vengeance. A minor slowdown forced a fire sale of goods over Christmas; earnings fell 15 per cent (to \$190m) in 1984-85 and the stock price with it.

Analysts grumbled that the proliferation of specialty stores meant that the big department stores such as Macy's would never regain their sales momentum.

Mr Finkelstein, who disliked Wall Street breathing over his shoulder, responded with characteristic vigour. With \$46 executives and a battery of junk bonds raised by Goldman Sachs, he bought the company, America's 10th largest retailer, for \$3.74bn.

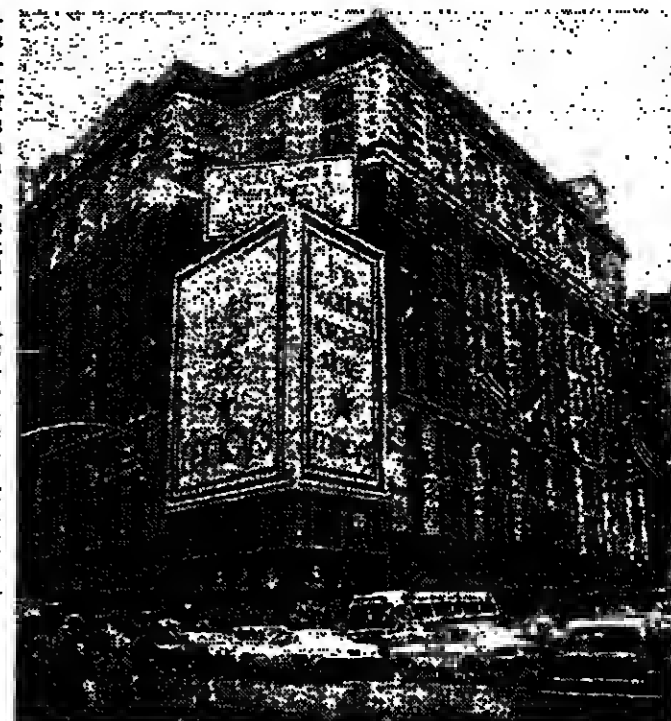
In the 18 months since taking Macy's private, the 51-store chain has been the scene of furious activity. According to industry associates, Mr Finkelstein has cut back sharply on overheads, consolidated buying operations and made major economies to bring down the heavy debt burden, which is now \$2.8bn.

The group has launched its own expansion into specialty stores, and has been able to report profits earlier than expected, with \$59.6m in pre-tax income in the year to last August, on revenues of \$5.2bn.

Mr Finkelstein, now 62 and the owner of about 4.7 per cent of Macy's stock, is set to become a very rich man.

But Mr Finkelstein has been thinking of other things lately.

With the support of Macy's outside directors, including Mr



Macy's 11-storey flagship in New York

The offer, if it succeeds, will make Mr Finkelstein the undisputed king of New York retailing. Federated owns Bloomingdale's, with \$1bn or so in sales, and the city's other big chain, Abraham & Straus, the once-great Brooklyn store group which has fallen on hard times but still pulls in about \$300m in annual sales.

Anti-trust regulations may force Mr Finkelstein to divest one or other of these, but it is unlikely to be Bloomingdale's. "It is the dream of a lifetime for him to run Bloomingdale's as well as Macy's," says Mr Kurt Barnard, publisher of Retail Marketing Report, a trade newspaper.

Federated also owns eight other department store chains. An associate of Macy's says: "It is an opportunity to create the premier retailing operation in this country. And Mr Finkelstein will run it."

Because he is a merchandiser, rather than pre-eminently a property man like Mr Robert Campeau, Mr Finkelstein is thought by Wall Street to have an edge in dealing with Federated. At the same time, Macy's is much smaller than Federated (which enjoys over \$10bn in revenues) and a combination would leave considerable power in the hands of Federated executives.

But Macy's must first outgun Campeau, which has already raised its bid from \$47 to \$68 to put pressure on Federated. The Campeau offer is all in cash, so that Federated stockholders are spared exposure to what is bound to be a highly leveraged joint Federated/Macy's stores group.

Larry Tisch, the powerful chairman of CBS, he intervened at the weekend in the battle for control of Federated Department Stores, the largest US store chain, which has been under siege from Campeau, a Toronto-based property and retailing group, for a month. Yesterday, Mr Finkelstein offered an audacious \$5.2bn or \$73.80 for 80 per cent of Federated, to be financed by a \$1.8bn bridge loan or issue of junk bonds from Drexel Burnham Lambert and Kidder Peabody, and bank finance from Bankers Trust and Manufacturers Hanover. The remaining 20 per cent will be paid in Macy's stock. The total bid is valued at \$5.3bn.

**Philips in video venture**

BY LAURA RAUIN IN AMSTERDAM

PHILIPS of the Netherlands, the electronics company, has formed a 50-50 joint venture with Warner Brothers, the US media and leisure group, to sell video entertainment systems for airliners and taxis.

Passengers can watch video programmes on liquid crystal display (LCD) flat screens tucked between or in the back of seats on aircraft, trains, buses, ships

and taxis. The launch customer is a US airline which Philips refused to identify.

Philips will provide the LCD screens, cables and video cassette players, while Warner will provide programme material from its own library, including films, sports, news, TV shows, documentaries, advertising and merchandising.

**Pillsbury chairman quits**

BY JAMES BUCHAN IN NEW YORK

JOHN STAFFORD, chairman of Pillsbury, has quit the struggling Minneapolis food group in the face of a boardroom revolt against his management. He has been replaced by Mr William Spoor, the 65-year-old strong man who ruled the company from 1973 to 1985, while the board searched for a successor.

Mr Stafford's resignation, which apparently occurred just 15 minutes into Monday's board meeting, follows 10 days of speculation on Wall Street that Pillsbury could be vulnerable to takeover. "They had to make this change to preserve the independence of the company," said Mr John McMillin, an analyst at Prudential-Bache

**Owens-Illinois wins Brockway battle**

BY OUR NEW YORK STAFF

OWENS-ILLINOIS has won its \$750m takeover battle for Brockway against stiff opposition from Washington regulators who believed the combined company's 40 per cent of the US market for glass containers would reduce competition.

The company quickly consummated the \$60 a share deal yesterday after a Washington court had

once again declined temporarily to halt the takeover while the Federal Trade Commission argued its case.

Although the companies will soon be merged, the FTC said it would continue its fight through its own internal administrative law court.

The most notable recent reversal of a takeover came last year

when the Interstate Commerce Commission, which regulates railways, ordered Santa Fe Southern Pacific to divest itself of one of its two railway systems.

After its legal remedies were exhausted, Santa Fe finally decided to sell off Southern Pacific which it had acquired in 1983 to make itself the largest US railway.

This announcement appears as a matter of record only.

NEW ISSUE

2 March 1988

\$300,000,000

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Main Consolidated Data

(in billions of Belgian francs)	30/9/1987	Evolution
Balance sheet	1,667,992	+ 9.7 %
Working resources		
Deposits of customers	782,186	+ 16.1 %
Deposits of bankers	695,419	+ 4.3 %
Loans		
to the private sector	620,030	+ 18.9 %
to the public sector	440,135	+ 1.1 %
Bankers	511,808	+ 4.6 %
Results		
Operating profit	16,300	+ 10.7 %
Provisions, depreciation and taxes	11,679	+ 4.7 %
Minority interests	197	- 33.7 %
Profit for the year	4,425	+ 34.9 %
Profit per ordinary share in BEF (*)	351.6	+ 25.9 %

(\*) adjusted according to the methods recommended by the European Federation of Financial Analysts' Societies.  
 (1 USD = BEF38.3 and 1 GBP = BEF62.4 on 30/9/1987)

The financial year for BBL and its subsidiaries closed on 30 September 1987 with the comfortable profit of BEF4.4 billion (+35%), which marked a continuation of the progress of recent years. This improved result was the fruit of expansion in most spheres of activity, in banking as well as in investment-related services.

The substantial rise in the dividend (+9.5%) has not affected the building up of reserves. The latter have been increased in the aim of fostering the growth of the Bank and reinforcing its financial base through larger shareholders' funds and the making of large-scale provisions. This policy of prudence, which has been pursued for several years, has meant that credit risks on countries whose external debt has been rescheduled are now amply covered.

The return on average equity, which measures the profitability of the Bank, increased to 14.3% in the past financial year as compared with 10% five years earlier. This constant improvement reflects a determined management effort. It testifies to the progress achieved by the Bank in increasing market shares while maintaining strict control over the costs generated by such expansion.

The international climate is less favourable since the stockmarket crisis. There will probably be slower world economic growth. In this changed situation, the central concerns of the Bank's management will be selective expansion through privileging the most profitable sectors of activity, the constant drive to maximize the efficiency of services, and ever vigilant cost control. These priorities should enable BBL to pursue its action on a solid basis in an uncertain world.

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Agents adjudicataires

CREDIT LYONNAIS

SOCIÉTÉ GÉNÉRALE

Février 1988

CREDIT AGRICOLE (CNCA)

The brokerage house, FRANCOIS DUFOUR KERVERN, has recently changed its status, becoming a limited company. The French Treasury authorities have allowed FRANCOIS DUFOUR KERVERN to make 50 % of its capital available to three new partners:

- Banque de Neufilze, Schlumberger, Mallet ..... 30 %
- Caisse des Dépôts et Consignations ..... 10 %
- l'Union des Assurances de Paris ..... 10 %

FRANCOIS DUFOUR KERVERN has become a limited company with a Supervisory Board and a board of directors. The latter will be chaired by Mr. Jacques FRANCOIS DUFOUR, assisted by Mr. Jean-Louis KERVERN and a representative of NEUFILZE, SCHLUMBERGER, MALLET; The Supervisory Board will be made up of representatives of the new shareholders along with three members of the present board.

The aim of this organization is to maintain the identity of FRANCOIS DUFOUR KERVERN S.A.

FRANCOIS DUFOUR KERVERN is one of the largest Paris brokers. In terms of gross profit, it was ranked 6th both in 1986 and in the first half of 1987.

Banque de Neufilze, Schlumberger, Mallet NSM  
 GROUPE NSM BANK

## Central International Limited

U.S. \$150,000,000

Floating Rate Notes due 2006

For the three months 29th February, 1988 to 31st May, 1988 the Notes will carry an interest rate of 6 7/8% per annum with an interest amount of U.S. \$175.69 per U.S. \$10,000 Note and U.S. \$1,756.94 per U.S. \$100,000 Note payable on 31st May, 1988.

Bankers Trust  
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## Credit Commercial de France

U.S. \$250,000,000

Floating Rate Notes due 1997

For the interest period 30th September, 1987 to 31st March, 1988 the amount payable per U.S. \$10,000 Note will be U.S. \$381.99. The relevant interest payment date will be 31st March, 1988.

Bankers Trust  
Company, London

Agent Bank

International Bank for Reconstruction  
and Development

U.S. \$250,000,000

U.S. Dollar Floating Rate  
Notes due February 1994

For the interest period 29th February, 1988 to 31st May, 1988 the Notes will carry an interest rate of 6.07% per annum with a coupon amount of U.S. \$155.12 per U.S. \$10,000 Note, payable on 31st May, 1988.

Bankers Trust  
Company, London

Agent Bank



## Creditanstalt-Bankverein

U.S. \$150,000,000

Subordinated Floating Rate Notes 1996

For the six months 29th February, 1988 to 30th August, 1988 the Notes will carry an interest rate of 7% per annum with a coupon amount of U.S. \$177.92, payable on 30th August, 1988.

Bankers Trust  
Company, London

Agent Bank



## East River Savings Bank

U.S. \$100,000,000 Collateralized

Floating Rate Notes due August 1993

For the three months 29th February, 1988 to 31st May, 1988 the Notes will carry an interest rate of 6.8625% per annum with an interest amount of U.S. \$1,753.75 per U.S. \$100,000 Note, payable on 31st May, 1988.

Bankers Trust  
Company, London

Agent Bank

First Chicago Overseas  
Finance N.V.

U.S. \$100,000,000

Guaranteed Floating Rate  
Subordinated Notes due 1994

For the three months 29th February, 1988 to 31st May, 1988 the Notes will carry an interest rate of 7% per annum with a coupon amount of U.S. \$178.89. The relevant interest payment date will be 31st May, 1988.

Bankers Trust  
Company, London

Agent Bank

## National Australia Bank

National Australia Bank Limited

U.S. \$50,000,000

Floating Rate/High Initial  
Spread Notes due 1993

For the six months 29th February, 1988 to 30th August, 1988 the Notes will carry an interest rate of 10 3/4% per annum with an interest amount of U.S. \$530.57 per U.S. \$10,000 Note.

Bankers Trust  
Company, London

Agent Bank

## INTERNATIONAL COMPANIES AND FINANCE

Tim Dickson reports on the latest legal twist in the fast-moving Belgian takeover saga

## Court move adds to La Générale tangle

JUST WHEN the dust seemed to be settling enough to make out two large, roughly equal and apparently solid shareholder "camps" - Mr Carlo De Benedetti the Italian businessman, and the Franco-Belgian alliance led by Compagnie Financière de Suez - a new cloud of uncertainty has descended on the furious battle for Société Générale de Belgique.

Yesterday's decision by a Belgian Court of Appeal, effectively to unblock the 12m authorised but unissued shares which La Générale's board had been seeking to place in "safe hands" is certainly rich in irony but just what it was much too early to say that it represented a victory

for the beleaguered business institution.

One broker said last night: "It makes the fog even worse. But I do not think people will be altering their arithmetic just yet. There will be more legal action." The story goes back to last summer when La Générale's board first started to get wind of a raider in the wings.

In a controversial move it won shareholder approval for a 43 per cent increase in its authorised capital.

The tactic was deployed in the nick of time for when Mr De Benedetti announced in mid-January this year that he had built up an 18.6 per cent stake and planned to make a partial offer

for the rest, the startled company had its "poison pill" in place.

La Générale's plan to issue 12m new shares, however, was just as quickly challenged by Carus, Mr De Benedetti's Paris-based financial holding company.

In a clumsy handling of the situation the Belgian Banking Commission first voiced its disapproval for such a manoeuvre and then seemed to change its mind.

Since then, the Brussels Commercial Court twice ruled that the issue of shares with voting rights at this stage was illegal. It is that decision which was overturned on appeal yesterday.

The irony lies in the position of Mr André Leysen, the Flemish

chairman of the Gevaert financial holding company who sprung a surprise on Monday by throwing in his lot (and his 2.2 per cent stake in La Générale) with Mr De Benedetti.

For it was Mr Leysen who, in an earlier episode in the drama, emerged as the clear defender of Belgian interests and who reached a deal with La Générale's board to take up the unissued shares at a price of FF3,250 (\$66.1), compared with the current market price of around FF8,000, on behalf of a group of Belgian and international investors.

As one stockbroker pointed out yesterday, it would be an extraordinary denouement if, as some

rumours have it, there is a binding agreement between the La Générale's board and Mr Leysen for the latter to buy the 10m shares.

Statements were issued yesterday by Gevaert and its new friend, Carus to the effect that Gevaert was ready to proceed.

But Viscount Etienne Davignon, a director of La Générale claimed, following developments subsequent to the original deal, Mr Leysen informed La Générale that the intermediary of Mr Davignon that he could no longer maintain his previous request to take firm hold of the 10m new shares created by the company.

Wagons-Lits in  
car rental  
deal with VW

By Paul Batts in Paris

WAGONS-LITS, the diversified Franco-Belgian railway sleeping car company, and Volkswagen of the West German car group, have agreed to merge their car rental businesses to form the biggest car rental group in Europe.

The Franco-Belgian group recently acquired for about FF450m (\$148.1m) Europcar and Godfrey Davies, the car rental subsidiaries of Renault, the French state-owned car manufacturer.

Renault's former car rental operations will now be merged with Volkswagen's Interrent car rental subsidiary. The combined operations will have about 4,000 employees and operate a network of 34,000 cars in Europe.

The new group will be jointly owned by Wagons-Lits and Volkswagen. The German company is expected to make a payment to Wagons-Lits because of the higher value of the former Renault car rental subsidiary.

Mr Antoine Vell, Wagons-Lits' chief executive, said the car rental business fitted in well with his group's other activities in the tourism, hotel, catering and railway sectors.

He added that the merger with Volkswagen's car rental activities would enable the new group to have the necessary size to compete successfully and profitably.

Mr Vell also claimed that the new group would not give preferential treatment to either Renault or Volkswagen in its car purchasing policies.

Nokia plans to  
raise dividend

By Olli Virtanen in Helsinki

NOKIA, Finland's largest publicly quoted company, plans to raise its dividend for 1987 to FF3.80 from FF3.00.

The move follows the announcement last month of record pre-tax profit of FF1.22bn (\$299.7m), an increase of 77 per cent. Earnings per share totalled FF17.59, compared with FF12.20 in 1986.

## Endesa to seek Wall St listing

BY TOM BURNS IN MADRID

ENDESA, the Spanish public-owned electrical utility, is to seek a listing on Wall Street.

A minority equity of Endesa is to be offered to the public before the summer, principally on the Spanish bourse, and as yet unspecified tranches is to be placed on the New York Stock Exchange through Goldman Sachs.

Endesa, which made pre-tax profits of Ptas48.3bn (\$433.2m) last year on a turnover of Ptas270.5bn is the most profitable unit within INI, the public sector holding company.

## New York bank opens Swiss subsidiary

BY DAVID LASCELLES, BANKING EDITOR

REPUBLIC NATIONAL BANK of New York, whose leading shareholder is Mr Edmund Safra, the Lebanese financier, yesterday opened a subsidiary in Switzerland, adding to its existing European operations in London, Guernsey, Gibraltar, Paris, Lux-

embourg and Milan.

The opening coincides with the fifth anniversary of the sale by the Lebanese financier, yesterday opened a subsidiary in Switzerland, adding to its existing European operations in London, Guernsey, Gibraltar, Paris, Lux-

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embourg and Milan.

Carrefour lifts  
net earnings  
to FF761m

By George Graham in Paris

CARREFOUR, THE French hypermarket and supermarket company, has reported a 18.4 per cent rise in consolidated net profits its last year to FF761m (\$133.5m).

Sales rose 9.8 per cent to FF56.5bn, with write-offs and provisions climbing 17 per cent to FF939m.

The company will propose a dividend of FF60 a share plus tax credit, up 5.3 per cent.

Carrefour has benefited less from financial income this year, but analysts believe it will be able to sustain a substantial improvement in operating margins, in spite of fierce competition among French food retailers.

The group is expanding overseas, opening hypermarkets this year in the US. It is also planning to take a 50 per cent stake in a company to develop hypermarkets in Taiwan.

SGS ends 10-year profit  
rise run with 5% decline

BY WILLIAM DULLFORCE IN GENEVA

SOCIÉTÉ GÉNÉRALE de Surveillance (SGS), the Swiss inspection services group, is holding its dividend to shareholders at an unchanged SF9 per share after reporting a 5.1 per cent drop in consolidated net earnings to SF106.5m (\$76.6m) in 1987.

Turnover dropped by 2.2 per cent to SF1.56bn, while cash flow at SF182m was 2.4 per cent behind the 1986 result. Last year's declines break a 10-year sequence of regular annual profit and turnover increases.

The most important factor was the average 17 per cent drop in the rate of the dollar to the Swiss franc between 1986 and 1987, Mr Patrick Rich, who takes over as managing director in June, said.

However, Mr Rich added that had SGS, the world's biggest privately owned quality control and inspection company, consolidated

its accounts in dollars, it could have recorded sharp rises in both profits and turnover in the last two years and would have exceeded \$1bn in sales last year.

SGS's performance was better than expected in the second half and it had seen a good start to 1988, Mr Rich said. The biggest pre-shipment inspection contract, with Indonesia, had been renewed for three years.

In 1987, the Swiss group expanded through acquisitions, becoming the world leader in loss adjusting for insurance companies through the purchase of Robins, Davies and Little of the UK. With about SF750m available in liquid reserves and shareholders' equity of more than SF400m it intends to continue a policy of growth by acquisition within its own field of operations.

Setback for Groupe AG  
in Assubel Life offer

BY TIM DICKSON IN BRUSSELS

GROUPE AG, Belgium's leading insurance company, has received a setback to its bid to take control of Assubel Life, its domestic rival.

Assubel-Accidents du Travail (AT), a mutual group which owns almost 30 per cent of Assubel Life, decided on Monday to reject AG's increased offer of FF7,200 (\$294.5) a share just before the deadline for the bid ran out.

AG bid FF6,000 per share for Assubel before Christmas after it was announced that Assurances Générale de France was planning to take a 20 per cent stake in Belgium's third largest insurance concern.

AG, with its higher bid, had hoped to acquire more than 50 per cent but observers believe that with more than 40 per cent of the shares in groups closely affiliated with Assubel (including AT) it is doomed to the same fate as with its first offer.

AG received acceptances for 28 per cent of Assubel's capital but, under the company's Articles of Association, the Assubel board was able to reject its new shareholder. It arranged a life offer at the same price from a group of companies, including Cobepa, the financial holding group, and Groupe Bruxelles Lambert.

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## London branch for ABC Bank

BY TIM DICKSON IN BRUSSELS

UNION BANK of Norway, the international arm of ABC Bank, Norway's fourth largest bank, has opened a branch in London with a staff of 20, writes Karen Fossell in Oslo.

The bank said yesterday the move reflected the expansion of the group's international activities.

It added that at the end of last year it built up a loan portfolio of about Nkr50bn (\$2.15bn) and a securities portfolio of some Nkr10bn. Although the bank expected losses on securities activities, these would not be as extensive as the recent disclosures by rival Norwegian banks.

The ABC Bank group results are due to be published later this month.

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It added that at the end of last year it built up a loan portfolio of about Nkr50bn (\$2.15bn) and a securities portfolio of some Nkr10bn. Although the bank expected losses on securities activities, these would not be as extensive as the recent disclosures by rival Norwegian banks.

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WHY  
 CHANGE A  
 PERFECTLY  
 GOOD  
 BRITISH  
 NAME TO A  
 SET OF  
 AMERICAN  
 INITIALS?

Hawley Group was our name. As such we are known as one of the great success stories in the Services Industry, with current annualised sales of over 1.5 billion dollars.

ADT is now our name. We decided on this name change for the following reasons.

The last few years have seen our business and shareholding structure become increasingly international. We are now clearly established in our chosen sectors of the Services Industry; in Security Services, Maintenance Services such as office cleaning and hospital housekeeping and in Auction Services.

This means that we are giving our customers background support in North America and Australasia, as well as in the UK and Europe.

In 1987 our continued expansion resulted in the 715m dollar purchase of ADT.

ADT, (which originally stood for American District Telegraph) is a long established electronic security services company.

And as number one in the electronic security monitoring market, ADT supplies a professional service to over a quarter of a million businesses and homes in North America and Europe. This means a network of over 140 central stations, more than 100 of which are in the US.

So over two thirds of our business is now in the US, where ADT is a very well known name indeed. And since we want to market our services under a common identity, we feel that it makes sense to change our name to ADT.

So, although we are sorry to lose our Hawley name, we are confident that our new name will help us to become the world's leading international service company in the sectors we have chosen.



**WORKING ROUND THE CLOCK ROUND THE WORLD.**



# INTERNATIONAL COMPANIES AND FINANCE

## John Griffiths reports on a US transport group close to gaining market leadership

### Paccar overhauls its heavy truck rival

BY THE END of this year, Navistar, formerly International Harvester, may have been knocked off its pedestal as US heavy truck market leader.

The threat to its position comes from Paccar, the Seattle-based producer of Kenworth and Peterbilt trucks whose subsidiaries also include Foden Trucks of the UK.

The deeply conservative Paccar group, whose corporate hierarchy shuns the showmanship normally associated with the truck industry, has remorselessly closed the gap with its much larger rival in Paccar's chosen market sector, that of the heaviest Class 8 trucks of 33,000 lb and over.

Last year its 20.61 per cent share of the market traded Navistar by only 1.43 percentage points. Freightliner came third, with 17.8 per cent.

This year represents a gain for Paccar of around 3 percentage points over the previous year and, if it continues, will bring market leadership within its grasp for the first time since it was founded 83 years ago.

If this provides a source of satisfaction to Mr Charles "Chuck" Pigott, Paccar's present chairman and grandson of its founder, he displays little outward sign of it. A lean, grave figure who looks more like a Bible Belt preacher than a truck maker, Mr Pigott shows rather more satisfaction with the consistency of Paccar's financial performance.

It remained profitable in the early 1980s through the US truck

industry's worst recession in memory, and has just announced sharply higher profits for 1987, approaching those of its record year in 1984. Net income more than doubled to \$112.46m, from \$54.28m in 1986, while net earnings per share shot up to \$6.28 from \$3.02. This compared with a record of \$125m in 1984.

Mr Pigott attributes Paccar's improved performance partly to the introduction of a new range of trucks, for which it claims exceptional aerodynamic and fuel consumption advantages, and partly to a larger US market last year than expected. Figures from the Motor Vehicles Manufacturers Association show total Class 8 sales in 1987 reached 131,156 units, up 16.19 per cent on the 112,871 of 1986.

However, Mr Pigott expects no help from the marketplace this year, believing instead that a downturn in the second half will take this year's Class 8 market back to its 1986 level.

If Paccar has driven relatively unscathed through the past several years, the same cannot be said of much of the US heavy-duty vehicle industry. At year-end, General Motors, itself second only to Navistar at the end of the 1970s, effectively gave up its heavy truck operations when it merged them into a joint venture with Volvo-White which is expected to be controlled by the Swedish company.

A second stalwart of the US industry, Freightliner, became a Daimler-Benz subsidiary in 1986, while Mack Truck - whose Class

8 sales have plummeted since 1985 - is 42 per cent owned by Renault of France.

So is there further rationalisation yet to come? Chuck Pigott thinks it unlikely.

"Over-capacity now is less than

ner trucks would probably by now be helping broaden Paccar's presence in the US market down even into the Class 4 sector, for trucks as light as 14,000 lb.

While still not completely ruling out a deal in the future, Mr

sales are going up by 20 per cent plus a year, so over a few years that means doubled sales. And we don't have that many businesses in the States doing that."

Paccar believes Foden can sustain this growth rate for the foreseeable future. "It's also exporting between 5 and 10 per cent of output and growing, so we're happy in that direction, too."

Approval has been given for a new headquarters for the Cheshire-based truck maker, the ground for which will be broken later this year.

Mr Pigott is relatively dismissive of speculation that Paccar would eventually want a full European presence - "there could be a case, but it's already a very competitive market and

does it really need an extra player? There's probably enough consolidation still to come on the Continent."

Paccar is much more concerned to cement its position in Third World countries with oil-based economies.

"That's quite high on the priorities list, because I believe the oil economies will come back in the 1990s and we recognise that you can't come and go with the wind and still be recognised as a responsible supplier."

So far, at least, Paccar's strategy has served it well in the form of prolonged, if relatively un spectacular, unit sales growth.

Mr Pigott makes clear it is a strategy unlikely to change: "We are not interested in building a house of cards."



generally considered. The boom year was '79, when the US market reached 165,000 units and we were relatively optimistic about it going to 200,000 units. Since then there have been cutbacks to the extent that I think the industry would have a tough time now if it had to produce 150,000."

Even after it bought the assets of Foden, the bankrupt English truck maker, Paccar remained a name known to very few outside the truck industry in Europe - until it suddenly emerged last year as the main rival to DAF of the Netherlands, and the newly loss-making Leyland Trucks from the British Government.

Had Paccar succeeded, Leyland's medium weight Road Run-

Figott makes clear that there is no immediate prospect of Paccar selling UK-built Leyland DAF trucks through its own distribution networks in North America.

Despite the relatively small scale of its UK operations, he says he is well pleased with the progress of Foden. Its UK registrations last year rose to 696, up nearly 22 per cent on the previous year. Like Paccar's Kenworth and Peterbilt ranges in the US, however, all are premium-priced vehicles built to order and Mr Pigott says Foden made "a significant contribution" to last year's group results.

"It's been a very surprising investment. It's just surprised people that it would satisfy us because it's so small. But unit

### Hoyts buys FM radio station

BY BRUCE JACQUES IN SYDNEY

IN YET another restructuring of the Australian broadcasting industry, Hoyts Media Group has bought Brisbane's top-rating radio station, FM104, for nearly A\$90m (US\$64.7m) from Mr Christopher Skase's Universal Telecasters.

The purchase had been mooted since December, but the price tag surprised the market, particularly when compared to last week's sale of the Macquarie network by John Fairfax to a Queensland consortium. Macquarie, a seven-station AM network, was bought for A\$100m, making the

A\$90m tag for just one station, albeit on the higher-rating FM band, extraordinary.

It is all the more extraordinary given that Mr Skase only bought the station in July for A\$55m. The purchase will give Hoyts the top-rating FM radio station in each of the cities of Melbourne, Sydney and Brisbane and its inclusion with the group's stated strategy of concentrating on FM rather than AM broadcasting. Hoyts is now by far the country's largest FM operator.

Hoyts announced last year that it had sold its 13-station AM net-

work for about A\$150m. Mr Skase sold the Brisbane FM station to Hoyts under a series of restrictions which mean no proprietor is allowed to own television and radio interests in the same city. Mr Skase controls the Seven Network, which he bought from John Fairfax last year for about A\$700m, and this includes a Brisbane television station.

Mr Skase said he had planned to use FM104 as the cornerstone of a national radio network but legal changes had prevented this. The focus of his group now would be on television.

### Sales fall at Teikoku Oil

TEIKOKU OIL, Japan's second-largest oil and gas producer, suffered a 12.7 per cent fall in sales last year to ¥40bn (\$311.2m), due to poor demand for domestic natural gas, Stefan Wagstyl reports from Tokyo.

The company was hit by the rise of the yen which lowered the costs of alternative imported fuels. Pre-tax profits rose 7.9 per cent to ¥3.39bn, but would have

fallen without a ¥3.8bn reduction in reserves for possible losses on overseas investments.

In 1988, Teikoku expects profits to fall to ¥5.85bn pre-tax, due to possible increases in loss reserves and in costs. Sales are forecast to fall 6.3 per cent, to ¥37.5bn. Teikoku intends to continue prospecting overseas for oil and gas, principally in the Middle East.

## NOTICE

An advertisement was placed in this publication by First National Capital Markets, Inc., on February 11, 1988, concerning an issue of "U.S. \$300,000,000 10% Guaranteed Medium Term Notes."

Be advised that neither Aetna International Assurance (IOM) Limited nor Aetna Life Insurance Company (Hartford, Connecticut), both of which were referred to in the advertisement, has entered into any guarantee or reinsurance agreement relating to such notes, as was implied in the advertisement.

Aetna Life & Casualty  
151 Farmington Avenue  
Hartford, CT, USA 06156  
203-275-3419



### Recovery at Mutual & Federal

BY JIM JONES IN JOHANNESBURG

MUTUAL & FEDERAL, the South African short-term insurer, consolidated the recovery of its underwriting surplus in the six months to December 31, 1987, despite the "catastrophic losses" suffered by the industry as a whole with last September's Natal floods.

Gross premium income rose to R343m (\$164m) in the half year from R250m in the corresponding half of the last financial year, and against R567m in the last financial year as a whole. The interim underwriting surplus

rose to R15.2m, from R486,000, and the pre-tax profit increased to R41.1m, from R17.3m. The last financial year's underwriting surplus totalled R13.6m and the year's pre-tax profit was R32.8m.

Reinsurers limited the effect of the Natal floods on the underwriting profit, although the directors have not indicated whether the same will apply to claims covering the latest flooding in the other three provinces. The directors say there was a drop in the number of car thefts reported, presumably reflecting

the insurers' requirements that owners in the metropolitan areas install anti-theft devices in cars and the fact that the police are less busy with containing violence in the black townships.

First-half earnings more than doubled, to 56.6 cents a share from 27.7 cents, and the interim dividend has been raised to 6.5 cents from 4 cents. Last year, a total dividend of 17 cents was paid from earnings of 77 cents. Mutual & Federal is controlled by Old Mutual, the country's largest life insurer.

### Modest rise at Kikkoman

By Carla Rapoport in Tokyo

KIKKOMAN, a leading Japanese food company, has reported a modest increase in profit for last year, thanks to strong advances in the sales of imported wines and foods.

These advances more than offset the company's fall in sales of its main product, soy sauce. The company said its pre-tax profit was up 9 per cent to ¥4.2bn (\$32.7m) on sales up 3 per cent to ¥138bn. Although sales of soy sauce dropped in the year, sales of imported goods, such as Del Monte brand fruit juice, jumped by nearly 10 per cent, while imported wines were up more than 6 per cent.

### Messina resumes dividend payments with 35 cents

BY OUR JOHANNESBURG CORRESPONDENT

MESSINA, the small South African copper mining and industrial company, has resumed the payment of dividends after a four-year break but said that it is taking a conservative approach to profit retentions ahead of spending on a new platinum mining venture.

Turnover increased to R299.5m (\$143.3m) last year, profits before interest and tax rose to R22m from R12.2m and pre-tax profits reached R15.2m, compared with R2m.

The company's balance sheet was restructured during the year, with the sale of assets worth R23m to Nissan, the local car maker, and the directors say that the sale will permit the repayment of part of the company's R36m of interest-bearing debt. This, in turn, will free Messina from borrowing restrictions imposed by banks and allow it to borrow to finance the initial spending on its new platinum mine.

The new mine, which is in the black homeland of Lebowa, will exploit the Merensky and UG2 reefs of the Bushveld Igneous Complex (BIC).

Negotiations on mineral rights are expected to be concluded soon, say the directors, adding that the initial developments will include the sinking of two ventilation shafts needed to extract bulk samples for metallurgical testing.

Earnings rose to 341 cents a share from 29 cents and an ordinary dividend of 35 cents a share has been declared.

Standard Bank Import and Export Finance Company Limited

550,000,000

The Standard Bank of South Africa Limited

In accordance with the provisions of the Notice notice is hereby given that the rate of interest for the three months 29th February, 1988 to 31st May, 1988 has been fixed at 9% per cent, and the interest payable on the relevant interest payment date, 31st May, 1988 will be \$120.97 per \$5,000 Note.

Agent Bank: Standard Chartered Merchant Bank Limited, London.

### ALLIANCE LEICESTER

#### Alliance & Leicester Building Society

Issue of £200,000,000 Floating Rate Notes 1993

In accordance with the provisions of the Notes, notice is hereby given that, for the three month period 29th February, 1988 to 31st May, 1988, the Notes will bear interest at the rate of 9% per cent per annum. Coupon No. 2 will therefore be payable on 31st May, 1988 at £2.35799 per coupon from Notes of £100,000 nominal and £119.90 per coupon from Notes of £5,000 nominal.

S. G. Warburg & Co. Ltd. Agent Bank

### Continental Airlines, Inc.

US\$38,500,000 Floating Rate Notes due 1996

Notice is hereby given that the rate of interest on the above Notes for the period 2nd March, 1988 to 1st June, 1988 has been fixed at 8.5625% per annum, payable 2nd June, 1988.

The amount payable against Coupon No. 7 will be \$21.41 per \$1,000 Note.

J. Henry Schroder Wagg & Co. Limited Reference Agent

### CGE GROUP: 1987 SALES UP 58%

Compagnie Générale d'Électricité (CGE) 1987 consolidated sales amounted to FF 127.5 billion, a 58% increase over 1986. This growth takes into account the effects of structural changes over the last year among which the most important are:

- the contribution to Alcatel NV of ITT Corp's telecommunications subsidiaries which had billings of FF 38 billion in 1987;
- Alstom's acquisition of Jeumont-Schneider's railroad;
- Câbles de Lyon's new majority interest in Thomson Cuirve;
- Saft's takeover of the U.K. company Alcad;
- Alstom's withdrawal from the low voltage equipment sector;
- The Group's sale of its interests in Société d'Étude des Systèmes d'Automatisation (SESA) and in Générale de Services Informatiques (GSI);
- Sale of the majority stake in Ceraver.

Sales of Générale Occidentale are not included as this company is consolidated by the equity method. Excluding structural changes, 1987 sales are on a par with those in 1986. Taking into account exchange rate fluctuations and delayed billing in sectors with long production cycles, production posted a slight increase over the previous year. 1986 and 1987 Group sales by sector are as follows:

	1986	1987
(in FF million)		
• Energy and transportation	23,496	28,236
• Nuclear (1)	5,293	4,997
• Electrical contracting and industrial process control	10,498	11,406
• Batteries	3,123	3,680
• Telecommunications, business systems, cables	36,135	77,573(2)
• Other	4,761	4,325
• Inter-group sales	(2,403)	(2,755)
<b>TOTAL</b>	<b>80,903</b>	<b>127,461</b>

(1) Sales of Framatome and its subsidiaries are included on the basis of proportional integration. (2) Includes Public Telecommunications: 35%, Business Communications: 23%, Cables: 20%, Electronics and Other: 22%.

On the basis of current estimates, the Group's consolidated net income in 1987, including minority interests, should show a stronger gain than sales. Definitive figures will be available April 6, 1988.



New Issue February 1988

### The Council of Europe Resettlement Fund

for National Refugees and Over-Population in Europe

#### Strasbourg/Paris



250'000'000 Swiss Francs  
4 3/4% Bonds 1988-98

HANDELSBANK NATWEST  
WIRTSCHAFTS- UND PRIVATBANK  
ALGEMENE BANK NEDERLAND (SCHWEIZ)

BANCA DEL GOTTARDO

KREDIETBANK (SUISSE) S.A.  
NORDFINANZ BANK ZÜRICH

CLARIDEN BANK  
LLOYDS BANK Plc  
AMRO BANK AND FINANZ  
BANQUE CIAL (SUISSE)  
- Crédit Industriel d'Alsace et de Lorraine S.A. -  
Armand von Ermet & Cie AG  
Banca di Roma per la Svizzera  
Cassa d'Epargne du Valais  
Full Bank (Schweiz) AG  
Gewerbank Baden  
Handelsbank Midland Bank  
Hypothek- und Handelsbank Winterthur  
Meier, Baumann & Co. AG  
Morgan Grenfell Securities S.A.  
Sparkasse Schwyz

Aargauische Hypothek- und Handelsbank  
Banque Vaudoise de Crédit  
Bank in Merano  
Bank vom Untertal  
RegioBank Baden Basel  
ENO Hypothek- und Handelsbank  
Luzerner Landbank AG  
Banque CIC Union Européenne en Suisse S.A.  
Bank in Liechtenstein Aktiengesellschaft  
Genossenschaftliche Zentralbank AG  
Standard Chatered Bank AG  
Banque Louis-Dreyfus en Suisse S.A.  
Banca del Sempione  
Banque Paribas  
BANQUE PARIBAS (SUISSE) S.A.  
BA FINANCE (SWITZERLAND) LTD.  
BANQUE BRUXELLES LAMBERT (SUISSE) S.A.  
CHASE MANHATTAN BANK (SWITZERLAND)  
GOLDMAN SACHS FINANZ AG  
THE ROYAL BANK OF CANADA (SUISSE)  
TRINKAUS UND BURKHARDT (SCHWEIZ) AG  
SUMITOMO INTERNATIONAL FINANCE AG

MORGAN STANLEY S.A.

SWISS CANTOBANK (INTERNATIONAL)  
BANKERS TRUST AG  
BHF-BANK (SCHWEIZ) AG  
DAIWA (SWITZERLAND) LTD.  
MERRILL LYNCH CAPITAL MARKETS AG  
SOGENAL - Societas Générale Alsacienne de Banque -  
SHEARSON LEHMAN BROTHERS FINANCE  
MORGAN GUARANTY (SWITZERLAND) LTD



INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Novel sterling FRN from Halifax Building Society

BY CLARE PEARSON

HALIFAX BUILDING Society yesterday issued the first £100m tranche of a novel five-year floating rate note. Each bond issued may be put up for auction every three months.

The complex auctioning system has been introduced in order to sidestep the open market in sterling FRNs, where it is still difficult for investors to deal in any size following a liquidity crisis more than a year ago.

Halifax's variable rate notes, of which up to £200m may be issued, differ from a normal FRN in that the interest rate spread to London interbank rates will be reset at the three-monthly auctions. Normally, FRNs pay interest at a set margin above or below London interbank rates.

S.G. Warburg Securities is sole underwriter. The investor will be invited to bid for the margin applicable to his own holding, using an auction system in which each successful investor will obtain interest at the level at which he bids. Investors may submit orders to sell, hold or buy notes.

Holders failing to submit any order will receive Libor minus 1/2 percentage point but any investor who wishes to bid to sell his holding at the auction will receive Libor plus 1/2 point.

Warburg said that since this was about double the margin Halifax would pay on a straight five-year FRN at the moment, it was extremely unlikely that a holder who wished to sell would be unable to do so.

Secondary market liquidity problems in sterling FRNs have made borrowing costs available to the building societies, which were once frequent borrowers in the market, unattractive compared with other sources of floating rate sterling over the last year.

Warburg expects that Halifax will pay less than 1/2 point over Libor on the bond, as a result of the bidding process. Halifax's senior unsecured debt is rated Double A minus by Standard & Poor's.

Hungarian bank deal well met

BY ALEXANDER NICOLL AND STEPHEN FIDLER

HUNGARIAN NATIONAL Bank met a roaring reception yesterday when it made a DM200m Eurobond issue, quickly increased from DM150m.

Hungary, which is close to agreement with the International Monetary Fund on a \$850m credit, has used its needs some \$2.5bn in Western financing this year of which about half is to come from syndicated loans and the remainder from a variety of sources including bond issues.

Among these is an imminent Samurai issue raising some ¥25bn. DG Bank led the seven-year issue, which carries a 6 1/2 per cent coupon and is priced at par. At one point during the day it was bid at issue price but by the close it had slipped to 45 basis points below, still well within the 2 1/2 per cent fees.

Though the issue was expected to be widely distributed, bankers said that there had been one particularly large order, believed to be for asset-swapping purposes. The issue came against background of a quiet D-Mark secondary market with prices little changed.

The Eurodollar sector quieted after Monday's three new issues totalling \$600m. More borrowers are said to be in the wings but will have to wait until some of the paper on lenders' hands is absorbed. The report of figures on US economic indicators succeeded only in subduing morning trading in London and proved too inconclusive to act as a spur to the market later.

Selmon Brothers lead managed its first Eurobond of 1988 - a £120m floating-rate note issue for its own UK house finance subsidiary, The Mortgage Corporation, which has been responsible for £225m of the £1.47bn market in sterling mortgage-backed securities.

This is the fifth public issue by the borrower, but this package carries a Triple A rating, higher than the Double A ratings awarded its predecessors. The uprating results from the higher-quality insurance backing the securities.

This has allowed the borrower to pare the interest margin over three-month Libor on the securities to 35 basis points (rising to 50 basis points after 10 years). The three previous issues were given a margin of 37.5 basis points and there has been a general widening in margins on such securities in recent months.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Table with columns: US DOLLAR STRAIGHTS, CLOSING PRICES ON MARCH 1, and various bond listings with prices and yields.

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Haig Simonian reports from Frankfurt on an increasingly popular form of investment Venture capital gains ground in Germany

CALLING IT venture capital is an exaggeration. But recent events, culminating in January's unravelling of WFG Deutsche Gesellschaft fuer Wagniskapital, the country's first venture capital consortium set up in 1976, and the decision by most of its shareholders to go it alone instead, indicates that the business may be lastly gaining ground in West Germany.

Barely three weeks later, the 26 biggest of Germany's 50-odd venture capital groups, which account for some DM1.1bn of a total investment pool estimated at about DM1.5bn (\$860m), announced the birth of a national representative lobby.

Venture capital in the strictest sense of betting on unknowns remains barely exploited in Germany. The latest developments have centred on groups often owned by big banks, whose main business is to take stakes in established and - generally profitable - unquoted companies.

This business has accelerated since the arrival of the Unternehmensbeteiligungsgesellschaft (UBGG) - one of the longest words in the German language - which literally means "a company for taking participations in other companies". Many leading banks and some insurance companies have now set up UBGGs or have announced their intention of doing so.

Their investment policy is often ultra-cautious, but in the conservative world of German finance, the UBGGs represent the biggest area of change in a still underdeveloped industry. Moreover, they are a key element in the Government's desire to raise the proportion of equity capital on balance sheets and lighten the stock market.

UBGGs are specifically required to float most of their shares within 10 years of being set up. The idea is that the new ventures will not just boost equity capital among smaller private companies, but also in time introduce attractive new investments to the stock exchange.

But there is also a third, and lesser known, source, namely the possibility of realising existing profits by "selling" the equity holding in an unquoted company from a bank's existing KBG to its new UBGG.

That is how Deutsche Beteiligungsgesellschaft AG (DBAG), the UBGG 92.5 per cent owned by Deutsche Bank and 7.5 per cent by the small Schmidt Bank of Hof, Bavaria, has gained a head start on most of its counterparts.

By purchasing 12 holdings from Deutsche Beteiligungsgesellschaft, Deutsche Bank's existing KBG, DBAG was able to get enough business on to its books to satisfy the legal requirements for going public more quickly than any of its counterparts.

DBAG remains the only UBGG which is listed on the stock exchange to date, with some DM56m invested in 14 unquoted concerns. The company, which made net profits last year of DM3.6m, already has some 6,000 shareholders.

Subordinated debt issue by Lloyds Bank

By Our Economics Staff

LOYDS BANK yesterday made its third issue of subordinated debt in as many months when it issued £100m of 10 1/2 per cent Eurosterling fixed-rate bonds.

Japanese stockbroker revenues soar

By STEFAN WAAGSTYL IN TOKYO

WHILE STOCKBROKERS in London and New York worry about falling turnover, salary cuts and the sack, their Tokyo counterparts' business is booming.

Talk to us for some capital ideas.

If the stock market has you cautiously waiting on the sidelines, invest a little time in reading the new 'Action Alert', from Prudential-Bache Securities.

Paris brokers cleared of client neglect

TWO PARIS brokerage firms, Puget, Mahé, and Bocher, were cleared yesterday by the Paris stockbrokers' association of allegations that they neglected client interests last year.

Prudential-Bache Securities

Prudential-Bache Securities (UK) Inc., 3 Burlington Gardens, London W1X 1LE, England. Tel: 01-439 4491.

Yesterday's bond met a lukewarm response from the market. Turnover was estimated to the expectation of further supply of subordinated bank issues. It was bid at less than 10 1/2 per cent, a discount equivalent to the total fees.

Yesterday was also the signing date for a £200m issue of floating-rate notes for Lloyds, which had been placed privately with Japanese leasing companies. This followed a similar £200m placement late last year.

On both private placements, Lloyds paid a margin of 2 percentage points over London interbank offered rates. Mr Leon Wilkinson, Lloyds' chief financial officer, said the cost of its new Eurosterling bond would work out cheaper than this. The bank is swapping the proceeds into floating-rate sterling.

Bank of Scotland has also recently placed £200m worth of floating-rate notes in the Par Bank, with a deal arranged by Merrill Lynch. A similar transaction is believed to be underway for Royal Bank of Scotland.

Bankers say the floating-rate notes have to be adapted into the form of a lease so that the leasing companies' loans to the banks do not conflict with Japanese Ministry of Finance rules.

FT INTERNATIONAL BOND SERVICE

Table with columns: CLOSING PRICES ON MARCH 1, and various bond listings with prices and yields.

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Prudential-Bache Securities (UK) Inc., 3 Burlington Gardens, London W1X 1LE, England. Tel: 01-439 4491.



UK COMPANY NEWS

MARGINS BOOSTED TO 8.4% AND MORE GROWTH FORECAST THIS YEAR

Unilever pushes profit up to £1.3bn

BY CHRISTOPHER PARKES, CONSUMER INDUSTRIES EDITOR

Unilever yesterday discounted fears of recession with confident forecasts of strong growth during 1988. Mr Michael Angus, chairman of the consumer goods multinational, said he expected volume growth similar to last year's substantial increase, better margins and improved sales and profits.

Announcing the group's 1987 results, he said gross volume growth in 1987 was 9 per cent, of which 6 per cent was attributable to acquisitions and disposals, most notably the purchase of Chesebrough-Pond's in the US. But the underlying rise was still 4 per cent and the rate of increase had shown no signs of slackening in the fourth quarter after the October stock markets crash.

Productivity also improved as output increased while the workforce declined by 3 per cent. Pre-tax profits for the year were marginally less than year forecasts, rising 16 per cent to £1.33bn, on sales down 3 per cent to £15.55bn. Earnings per share rose 14 per cent to 40.54p.

Mr Angus stressed the impact on the figures of exchange rate fluctuations and Unilever's practice of converting at end of year rates. At the turn of the year the US dollar was at its nadir, he said, and sterling had been appreciating throughout the year against almost every major currency except the yen.

At constant exchange rates sales rose 6 per cent, profits were 27 per cent up on 1986, and earnings per share were 24 per cent higher. "Exchange rates affect our accounts," he said.



Michael Angus - "exchange rates affect our accounts"

Operating margins continued to improve during the year, Mr Angus added. After a rise of about 1 percentage point in 1986 to 6.6 per cent, they advanced to 8.4 per cent last year, helped by the disposal of low margin businesses.

The company sold 22 businesses during the year with combined sales of £1.275bn and profits before tax and interest of £76m. It bought 16 edible fats, agribusinesses and detergent specialists with aggregate sales of £1.25m and profits of £10m.

One result of the disposals had been to reduce gearing from 31 per cent at the end of 1986 - the last balance sheet before the £3.1bn (£1.75bn) purchase of Chesebrough-Pond's - to about 26 per cent at the end of 1987.

Sales of unwanted subsidiaries of the US company meant Unilever had bought the core per-sonal products and foods business for \$2bn plus debt, Mr Angus said.

The deal had fulfilled two strategic aims: it had made Unilever one of the two largest personal product makers in the world, and strengthened its position in the US, boosting turnover there to some \$5bn.

Operating profit in North America more than doubled, despite the dollar's fall, Mr Angus said. The group's food business advanced and now claims to be "a clear and substantial leader" with 30 per cent of all US branded margarine sales. It had also gained share in five of the six detergent markets in which it operated, and the detergent business had returned to profit after losses in 1986 because of heavy promotion costs for new products.

The Northern Star and Lipton subsidiaries both turned in record sales and profits.

European operating profit rose 19 per cent, with considerable contributions from the UK and West Germany, which had borne the brunt of restructuring. But there was still work to do. The UK meat trade overall was "miserable," Mr Angus said, and Unilever's Matesons Wall's operation was no exception. It would need investment, and the manufacturing strategy was being reformulated.

Japan was the brightest spot in the rest of the world. Volume grew 40 per cent last year, mainly on the strength of Timotei shampoo, taking sales to about \$200m.

The company plans a final dividend of 8.32p to make a total of 11.86p, compared with 10.32p paid in the 1986 financial year.

Currency gains help lift Fisons profit 28% to £109m

By Peter Marsh

Fisons, drugs, scientific instrument and horticulture group, yesterday announced pre-tax profits of £109.1m for 1987, an increase of 28 per cent on the previous year.

The company made progress in sales of some of its relatively old drugs based on treatments of asthma and other allergy complaints. Its fast-growing instruments division also consolidated its position, much of which is based on distribution of other companies' equipment in North America.

The City's reaction to the profits was mixed. It was noted on the grounds that the figure included a gain of £7.7m on currency transactions which Fisons is treating as an exceptional item.

Such a large currency gain, realised on repayment of Fisons' Euro-note dollar borrowing, is unlikely to recur in future years.

Stripping out the currency figure, the underlying profit of £101.4m was roughly in line with analysts' expectations. It was achieved on sales 8 per cent higher at £760.3m.

Earnings per share worked through at 17.4p, an increase of 28 per cent. The directors recommended a final dividend of 2.47p making 4p for the year.

Mr John Smith, chief executive, said that one of the more positive elements of the year was the strong growth in pharmaceuticals, achieved largely due to a good performance in sales of Fisons' top three anti-allergy drugs, Intal, Opticrom and Nasacrom.

The division contributed only 37 per cent of total sales but almost three-fifths of pre-tax profits.

In the next few years, Fisons expects a steady increase in revenue from these three indications and an increase in sales of other drugs emerging from the company's development pipeline. Included among these products are Tildex, an anti-allergy formulation which is already on sale in the UK, the Netherlands and the Irish Republic.

comment

Fisons appears to be continuing its steady progress in making a business out of specialist, high-value areas of the chemicals industry. Heavy

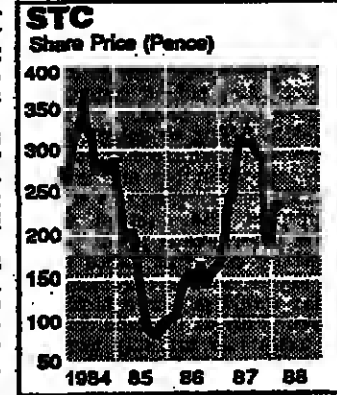
STC advances 40% and completes recovery phase

BY DAVID THOMAS AND WILLIAM HALL

A LARGER order book and further increases in productivity were behind a 40 per cent advance in pre-tax profits to £188m for 1987 at STC, Britain's second largest electronics group.

The profit increase was achieved on turnover up 7 per cent at £2.1bn, with an underlying sales increase of 10 per cent after allowance for discontinued businesses.

Earnings per share jumped 42 per cent to 22.5p, and the final dividend is 4.75p to make 7p (4.2p). With the order book standing at £2bn, the company is forecasting continued progress in 1988.



interest of £2.1m (£1.5m), exceptional of £6.1m (£1.5m), and tax of £63.8m (£47.3m), the profit was £128.7 (£86.7m). An exceptional credit of £11.5m (£1.6m) reflected components disposals.

comment

A 30 per cent rise in STC's full year pre-tax profits before exceptional items, a 56 per cent rise in the annual dividend and the sight of near £200m of net cash in the balance sheet shows that the group's recovery phase is complete. Profits from the ICL computer business, which accounts for nearly two thirds of turnover, rose by 23 per cent and ICL continued to increase its market share. In communications, which accounts for another one fifth of turnover, STC has been able to offset the final rundown of its TXE4 exchange operation, with new business and is now forecasting further growth in 1988. With £2m of orders in hand, STC should be able to raise its earnings by close to a fifth in the current year, which puts the shares, at 25p, on a prospective multiple of 9.2 and a historic yield of 3.9 per cent. However, longer-term prospects continue to be clouded by the outlook for ICL, and STC has yet to convince the market that this is not a highly cyclical business. With over £1bn of cash and borrowing facilities, STC is finally in a position to counter the market's worries about ICL by adding a third leg to its business, which explains the continuing rumours about STC's interest in Plessey's defence operations.

See Management Page

The results were at the top end of City expectations and the shares closed up 12p at 25p.

Mr John Walsh, chief executive, said that at the end of the year was £198m, a further £116m ahead of the half year position. Restructuring of banking arrangements have also provided the company with facilities of £850m.

However, the company refused to be drawn on any plans for acquisitions, other than to say its strategy was now firmly based on communications and information systems.

The ICL computer subsidiary reported operating profit of £109.9m (£89.1m) on sales of £1.3bn (£1.17bn).

Mr Arthur Walsh, STC chief executive, said ICL's market share increased in the UK and improvements in manufacturing had decreased working capital by £20m-£30m. Some of ICL's overseas businesses, principally in West Germany and Scandinavia, have been rationalised.

He predicted that mainframe revenues would increase again this year and margins would be held. The company is expecting continued growth in the computer market, even if at a lower rate than in previous years.

The communications division produced profits of £72.7m (£58.1m) on sales of £377.6m (£347.9m).

Upgrading orders for the TXE4 exchange together with the incidence of orders for submarine cables would feed through into continuing improvements in the division, Mr Walsh predicted.

Components and distribution reported static profits of £20.2m on sales of £308.6m (£286.5m). The company is investing £10m to improve its distribution activities.

The company is expecting an improvement in 1988 in its defence activities, which last year generated £6.8m (£9.4m) on sales of £63.8m (£51.1m).

Group operating profit was £196.2m (£188m). After deducting

Johnstone's Paints downturn

BY FIONA THOMPSON

Johnstone's Paints, the USM-quoted independent Manchester paintmaker, yesterday reported a fall in pre-tax profits from £2.06m to £1.81m for the year to November 23, 1987. This was despite sales advancing by 10 per cent to £16.02m (£14.51m). Earnings per share slipped to 11.32p from 12.89p.

The company was hit by increased raw material and labour costs, exacerbated by fiercely competitive price discounting in the UK paint industry.

"We realised towards the end of last August that we would not

achieve 1986 level profits, so revised our forecasts down to £1.8m," said Mr Peter Cavanah, company secretary. The price of titanium dioxide, the biggest single cost item in the manufacture of paint, rose by 12 per cent - a

Labour costs rose by 10 per cent and the company also increased by four the staff on the technical side. This was to maintain the standards which enabled Johnstone's to achieve, in 1986, Part I of the British Standards Institution BS5760, the highest quality assurance registration, said Mr Cavanah.

"The problem was we couldn't pass on the raw material costs in the selling price because of the overcapacity in the market. It is a very competitive market place, there are some silly prices around."

The company is confident about the current year's prospects, however. A series of takeovers and mergers in the industry last year is reducing capacity, and sales so far are well up.

The tax charge was £620,000, against £597,000. An unchanged final dividend of 3p was recommended, making an identical 4.76p for the year.

Restructuring provision hits Unidare

BY PHILIP COGGAN

Unidare, Dublin-based maker of electrical cables and transformers, returned profits of £24.02m (£24.69m) pre-tax for 1987, a downturn of £254,000 on the figures of the previous year.

The profits were struck after taking account of an exceptional provision of £1.5m for restructuring. Sales rose from £26.02m to £31.72m.

Earnings worked through at 15.02p (23.21p) after the exceptional item and tax of £1.52m (£1.38m). A final dividend of 8.5p makes a total of 11.65p (11.5p).

Record's flotation forecast exceeded with rise to £3.1m

BY PHILIP COGGAN

Record Holdings, the Sheffield-based hand tool manufacturer, Mr Turner which rejoined the stock market after a management buy-out last year, has exceeded its flotation forecast of not less than £2.7m with pre-tax profits of £3.09m in 1987.

The company produces tools under the brand names Record, Marples, Gibbow, Ridgway and Coronet for use in the engineering and woodworking industries.

The company was previously listed between 1972 and 1980 as Record Ridgway when it was taken over by the Swedish company JAB Bahco. The management then staged a buyout in 1985.

Last year's 54 per cent profit

increase was achieved on only slightly higher turnover. Mr David Watson, Record's finance director, said that margins had improved substantially because the company had concentrated on more profitable markets and had reaped the benefits of several capital investments. Capital expenditure was £1.5m last year and would increase to over £2m in the current year.

The hand tool business has now been reorganised into three subsidiaries, Industrial Tools, Woodworking Tools and Export. In February, the company acquired four hand tool manufacturing and distribution companies from Christy Hunt for £1.2m in cash. "The purchase gave us

two excellent brand names, Wilkinson and Gordons," said Mr Watson.

Mr Michael Mallett, the chairman, in his statement said that current trading was satisfactory. Although markets were not particularly buoyant, there was no sign of any significant fall in demand.

Trading profits were £3.51m (£2.65m) on turnover of £26.4m (£24.4m) and the interest charge fell, thanks to the placing receipts, to £419,000 (£642,000). Pre-tax profits were thus £3.09m (£2.01m) and after tax of £2,940,000 (£691,000), earnings per share were 60 per cent up at 8p (5p). The final dividend is being set at 0.55p.

Buy doubles Edenderry's size

BY PHILIP COGGAN

MR MICHAEL Ward and Mr Jeremy Howarth, the banker and corporate treasurer who moved into Edenderry Group, last year, are doubling the size of the Irish shoe manufacturing group with their first acquisition.

Edenderry is buying Lanton Leisure, a subsidiary of the Ladbroke Group, for £10.25m, compared with Edenderry's current market capitalisation of around £2m. Ladbroke said the sale was part of its policy of disposing of peripheral interests.

The acquisition will involve the issue of 22.8m shares, more than twice the existing equity.

The shares have been conditionally placed at 50 Irish pence (44p) each with institutional investors, subject to a 100 per cent claw-back facility for existing shareholders.

Lanton runs 10 leisure centres operating under the names Cue Ball and Cue Ball Flagship in Scotland and a Henry J Bean theme pub, operating under a franchise from Mr Bob Payton's My Kinda Leisure. Last year the company made pre-interest profits of £780,000 on sales of £5.7m and had net assets of £6.25m.

Edenderry was a fairly sleepy Dublin-listed stock until it was

announced last July that Messrs Ward and Howarth, together with two other businessmen, were investing via a rights issue. The shares, which had been trading at 59 Irish pence touched 700 pence within a few days.

Mr Ward, a director of S G Warburg, and Mr Howarth, formerly group treasurer of Ladbroke, have become chairman and chief executive respectively. They intend to use the company as a vehicle for expansion in the leisure and other sectors and said yesterday that the original shoe manufacturing business "did not feature in the group's long-term plans".

Edenderry obtained a listing on the London market just a week ago but the shares were suspended yesterday until the deal is completed.

DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corres. of pndg div	Total for year	Total last year
Cooper (Alan)	3.25	Apr 20	1.08	4.78	4.28
Fisons	2.47	Apr 20	2.25	4.05	3.75
Fleming Merc	2.55	Apr 20	3	4.77	4.77
Johnstone's Pts	3	Apr 20	2.8	5.8	5.8
Pickwick	1.5	May 5	0.33	1.83	1.83
Radisson	3	Apr 3	0.8	3.8	3.8
Second Market	0.23	Apr 3	0.6	0.83	0.83
Space Planning	0.75	Apr 3	0.8	1.55	1.55
STC	4.75	Apr 3	7.1	11.86	11.86
Tank Farm	1.57	Apr 3	1.18	2.9	2.9
Templeton & Birch	5.5	May 6	5	10.5	10.5
Unidare	8.5	May 6	7.38	15.88	15.88
Unilever	8.32	May 6	7.38	15.88	15.88

Hanson conversion

Hanson said that holders of 81.3 per cent of the £172m 3 per cent convertible unsecured loan stock 2004/2009 had converted their holdings into Hanson ordinary shares.

As indicated in the conversion notice to stockholders, Hanson intends to exercise its right to require remaining holders of the stock to convert their holdings into ordinary shares and a notice to this effect will be despatched to such holders prior to March 25.

This announcement appears as a matter of record only

## COUNTRY CLUB HOTELS

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February 1988

## FINANCIAL WEEKLY

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## JOHNSTONE'S PAINTS

### FINAL RESULTS

Extracts from Chairman's Statement

- Sales increased 10.45% to record £16 million
- £1.8m profits despite severe trading conditions
- Final dividend maintained at 3p per share
- Organic growth and related acquisitions planned
- Healthy liquidity and assets for pursuing ambitions.

Audited results for the 52 weeks ending 23rd November 1987

	52 weeks to 23/11/87	52 weeks to 23/11/86
Turnover	16,023,126	14,506,397
Profit before taxation	1,809,008	2,050,367
Earnings per share before taxation	17.22p	18.53p
Earnings per share after taxation	11.32p	12.89p
Dividend Per Share (net)	4.765p	4.765p

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UK COMPANY NEWS

Nikki Tait reports on the fight surrounding Drayton Japan  
Seconds out for the main bout

LORD STEVENS - victor in the bid battles for Fleet Holdings and Xtel and subsequent scourge of the print unions at the Express group - is no stranger to a scrap. But even he cannot relish his chances at 5pm this afternoon.

That is when shareholders will pile into Devonshire Square to decide the future of Drayton Japan Investment Trust, the largest MIM-managed trust with net assets totalling £280m. Lord Stevens, wearing his fund management hat, is a director of Britannia Arrow, MIM's parent, chairman of MIM itself and heads the Drayton Japan board.

The battlelines are clear. In one corner stands AJS Partners, an American investment partnership which has built a 27 per cent voting stake in Drayton and now wants to cash in that holding at close to its underlying net asset value - in short, an arbitrage exercise. In the other is MIM, naturally anxious to retain the maximum amount of funds under management. In between come the remaining shareholders - including some large institutions - and a strong undercurrent of City politics.

The background to the fracas is fairly simple. New Jersey-based AJS has been accumulating shares in Drayton for about a year. Its holding went over the discloseable level last autumn, and in November the Americans approached Drayton to suggest terms which would eliminate the discount - the difference between the value of a fund's underlying assets and its share price.

One notion was that AJS itself would make a recommended bid, worth at least 98 per cent of net asset value once the trust's portfolio had been liquidated. Drayton dismissed the offer as "unacceptably low" and the prior liquidation request as "an unrealistic pre-emption." So AJS increased its stake to 27 per cent of the trust's votes and requisitioned an extraordinary meeting at which it hoped to get general shareholder backing for some



Lord Stevens - no stranger to a scrap.

(unspecified) discount-eliminating scheme.

MIM's response was robust. First - to the displeasure of some institutional shareholders - the fund management group raised its own holding in Drayton Japan to just over 25 per cent. That allows it, like AJS, to block any reconstruction scheme it dislikes. Secondly, in response to AJS pressure, it drew up plans to convert the Japanese specialist fund into a largely UK-invested "split level" trust. This would offer ordinary shareholders different classes of income and capital shares in place of the existing single class; the voting preference stock would be repaid at par.

MIM argues that these proposals comply with the discount-eliminating request. AJS maintains that its initial resolution was designed to allow shareholders to realise their investment at close to net asset value, and that the split level scheme does not fit the bill. Accordingly AJS has amended today's resolution to specify that some mechanism for realising shareholding in cash - not involving stockmarket sales - be included.

It is certainly true that "split level" reconstructions are highly attractive to managements

because they guarantee that all the existing funds will be retained. Other types of reconstruction - unitisation, for example - risk some flight. What is being questioned is their present efficacy as a discount-eliminating mechanism and Drayton Japan's suitability in particular.

Essentially, the trick is to separate the income and capital elements of an ordinary share so that additional demand is created, and the package overall trades at close to underlying asset value.

Three schemes hit the market in 1987 - River & Mercantile, River Plate & General and Scottish National. These broadly worked well. Although the new capital shares fared badly in the October crash, the various income/preferred shares saw their charms enhanced. MIM calculates that at end-January the premium to net assets on the overall packages of new shares ranged from 24 per cent at River & Mercantile to 10 per cent at Scottish National.

Unfortunately, the latest trust to follow this route - the independently-managed General Consolidated - looks less happy. Its new shares started trading on Monday, yesterday the income stood at 98p, the stepped preference at 95p, but the capital at only 75p. This contrasts with advisers' estimates that all three classes should start in the 90p-100p range. Admittedly, these are very early days, but at the current levels the reconstruction package has achieved only 82 per cent of net asset value. In the words of one adviser, "Sentiment isn't with these things at present - it's part of the story of continuing disenchantment with investment trusts."

As AJS points out, there could be added difficulties with Drayton specifically. If the Americans, together with other large holders, want to sell, the new shares could start with a large technical overhang. Moreover, the current Drayton portfolio is not best suited to servicing the higher

yield requirements; wholesale changes will be necessary.

In addition, the Drayton scheme envisages a new innovation - a "pure" income share with a gross yield of 15 per cent but entitled to virtually no capital repayment when the trust is wound up in ten years' time. Investors' enthusiasm for such a security is at best untried. MIM's response is that marketing - had AJS not been so obstructive - could have secured ample demand all round. Unfortunately, AJS's objections have now been simply voiced.

The added dimension is the extent to which long-standing City frictions are in play. AJS's adviser is merchant bank Kleinwort Benson - adversary of Lord Stevens during the bitter bid battles by United Newspapers for both Fleet Holdings and Xtel. In both cases, Lord Stevens emerged as victor. AJS, however, strongly rejects suggestions that its action has been prompted by the UK merchant bank. It was buying shares long before it even talked to Kleinwort, says Mr Andrew Shechtel, managing general partner.

Whatever the undertones, it only suits certain institutions to align themselves with the AJS camp. The likes of Standard Life and the Pru are well-known disinvestors from the investment trust sector when the tides are right, and AJS - its own stake aside - reckons to count on another 15 per cent of Drayton's votes at least.

Since today's resolution requires only a 50 per cent majority, the odds against MIM look high. What might happen next is less clear. If it loses today, MIM still expects to put its own proposals to shareholders on March 14, and retains its blocking stake. Mr Shechtel declines to discuss hypothetical situations, saying only he "would hope and expect" that the shareholders' wishes would be respected.

Yet the tussle has dragged on already for four months. Somehow an early solution does not seem in sight.

Metal Box expands radiator presence with £40m deal

BY CLAY HARRIS

Metal Box, the packaging and container group, yesterday strengthened its position as Europe's largest manufacturer of central heating radiators by agreeing to pay £40m for Henrad Beher, a privately owned Belgian company.

After the acquisition, Metal Box's Stelrad subsidiary will account for an estimated one-sixth of the £600m European radiator market. Henrad is the leading manufacturer based on the continent.

The purchase is to be funded by a vendor placing of 21.7m shares, 7 per cent of enlarged share capital. The placing, the largest in London so far this year, was underwritten at 184p

by Baring Brothers. Metal Box shares fell 2p to 191p.

Metal Box said that Henrad, which has invested heavily in its factory at Herentals, Belgium, was the most efficient radiator manufacturer in Europe, with technology more advanced than that used by Stelrad itself.

This was reflected in a pre-tax margin of 25 per cent in 1987, based on unaudited figures which showed profits of £7m on sales of £28.2m.

Henrad specialises in high-output convectors, which produce more heat from smaller radiators. Useful in any application where space is a factor, whether for structural or design reasons, the radiators are especially popular

in West Germany.

Although Henrad will retain its name and be managed as a separate business by Mr Louis Hendrickx, its former owner, Stelrad expects to develop joint raw material procurement and components manufacturing.

Stelrad's sales of £146.6m and trading profits of £13.1m accounted for 12.9 per cent of Metal Box's totals in the year to March 31 1987. Analysts expect the proportionate contribution, which includes the local boiler operations, to increase in the current financial year.

Stelrad already makes radiators in Austria and the Netherlands, in addition to Britain.

Dobson bid for MSI extended

BY CLAY HARRIS

Dobson Park Industries yesterday extended its £25.1m takeover bid for MS International until March 14 after receiving acceptance for only 5,000 additional shares in the two weeks to Monday.

This raised total acceptance to 0.91 per cent. Dobson Park bought 3.19 per cent of MS in the market shortly after launching its bid on January 12, but the MS share price has stayed above the value of the offer since then.

With Dobson Park shares at 102p yesterday, its cash and shares offer is worth 81p against MS's market price of 114p. There is a 50p cash alternative.

MS has until Friday to publish a profit forecast for the year to April. If Dobson Park is to raise its offer, it must do so by March 11.

The bid has been cleared to proceed without a reference to the Monopolies and Mergers Commission.

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Moorgate service contracts

BY CLAY HARRIS

THE SERVICE contracts of two directors of Moorgate Mercantile Holdings, the leasing and credit finance company, were altered shortly before Woodchester Investments, the Irish-based leasing group, made an approach which led to an agreed £38m takeover bid.

Mr Paul Griffiths, Moorgate finance director, was given a

three-year contract expiring in November 1990. Previously, his service was terminable at less than a year's notice. His salary was unchanged at £38,000.

Mr Gordon Wiggins, managing director of Moorgate's Nene Investment subsidiary, was given a three-year rolling contract, initially at £35,000, to replace an identical fixed term

expiring on August 31 1989.

The new contracts did not take effect until after Woodchester's December approach; Mr Wiggins' on January 6 and Mr Griffiths' on February 2. According to the offer document, however, the changes were agreed in November.

Woodchester intends to retain both directors in their current positions.

Troubled Shield in talks

BY PHILIP COGGAN

Shield Group, USM-quoted property developer and estate agency, announced yesterday that it was in discussions with a number of parties which might lead to an offer for the company.

The news comes with the share price at an all-time low following the announcement last month of a Department of Trade and Indus-

try investigation into possible insider dealing at the group.

The DTI is investigating dealings between December 1 1986 and March 20 1987; on the latter date it was announced that the company was establishing a joint venture with Mr Gerald Ronson's Heron Group.

Shield issued a statement stat-

ing that it knew of no contravention of the insider-dealing rules by its directors, who were co-operating fully with the inspectors.

Shield's shares touched 380p after news of the Heron deal following the crash and news of the investigation, they are down to 35p, capitalising the company at £10m.

Management buy-out planned at OIS offshoot

BY CLAY HARRIS

Oilfield Inspection Services, the testing and inspection group, has agreed a £4.5m hostile takeover bid from a consortium led by Mr Paul Bristol, said yesterday that it planned to sell its loss-making engineering subsidiary to a management team.

OIS also estimated a pre-tax loss of £165,000 for 1987 on turnover of £11.5m, against a profit of £21,000 on sales of £5.6m in 1986. It did not make a forecast for the current year.

The group said it had substantially agreed terms for the sale to the managers led by Mr Colin Seward, the engineering subsidiary's chief executive.

Mr Seward would leave the OIS board, but the former parent company intended to retain certain exclusive rights over existing key technology and access to future developments.

OIS estimated that continuing operations (excluding engineering) made a pre-tax profit of £170,000 in the second half of 1987, compared with a £41,000 first-half loss.

Mr Bristol, whose 1981-85 record as chairman of BOM Holdings was criticised in OIS's defence document yesterday, last night attacked the disposal plan. He said that OIS should instead expand its research and development activity.

He also dismissed OIS's statement that it was holding discussions with other interested parties as the "hint of a phantom white knight."

Unilever Results

UNILEVER FOURTH QUARTER AND YEAR 1987 COMBINED RESULTS

The Directors of Unilever announce the Companies' provisional results for the fourth quarter and for the year 1987, and their ordinary dividend proposals.

Fourth Quarter		Increase/Decrease	£ millions	Full Year (Closing Rates)		Increase/Decrease Closing Rates	Constant Rates
1987	1986			1987	1986		
4,451	4,485	(1)%		16,550	17,140	(3)%	6%
336	268	25%		1,373	1,124	22%	36%
11	12			37	36		
4	3			9	15		
25	54			112	179		
(44)	(59)			(204)	(211)		
332	278	19%		1,327	1,143	16%	27%
(121)	(103)			(537)	(468)		
(2)	20			3	25		
(10)	(9)			(37)	(37)		
198	186	7%		756	654	14%	24%
(13)							
186	186	-		756	654	14%	24%
9.96p	9.61p			40.54p	35.51p	14%	24%
24				24			
210	186			780	654		
				(4)	(5)		
				(288)	(232)		
				508	427		

COMMENTS ON THE RESULTS

The business made significant progress in 1987. Our strategic emphasis on core activities continues to enhance cost-effectiveness and increase our competitive strength.

Materially higher margins, increased volume, and the effect of acquisitions all contributed to an increase in earnings per share of 24% over 1986 (at constant rates of exchange). All product groups participated in this positive outcome. The impact of exchange rate movements in 1987 is clearly shown when translating our results at closing rates. On this basis earnings per share rose by 14% in sterling, 17% in guilders and 44% in U.S. dollars.

**Fourth Quarter 1987**  
This was a satisfactory quarter. Despite six fewer days for reporting purposes, operating profit was 25% higher than the corresponding period of 1986 (at constant rates of exchange). The underlying volume of our business grew by 5% compared with the same period last year. All regions produced increased operating profit.

The quarter's results also benefited from property sales, but had to bear substantial restructuring charges. Profit before tax rose by 19% but in the absence of last year's prior year tax benefit, Profit Attributable increased by 7%.

**Full Year 1987**  
Underlying sales volume was 4% higher. Operating profit increased by 36% at constant rates of exchange; this included a significant contribution from acquisitions and was further aided by the depreciation change.

In Europe operating profit was 24% up. There were gains in most product groups, with notable progress in Frozen Products, Detergents, Personal Products and Speciality Chemicals.

In North America operating profit more than doubled. The progress made in integrating Chesebrough-Pond's was most pleasing and its profit was an important element in this increase. Lever Brothers' improved performance also substantially influenced the result, notwithstanding the ongoing investment in our brands.

Our businesses in the Rest of the World also performed well, with good results in Latin America and the Far East. The higher net interest costs as compared with 1986 are due to the costs of financing the Chesebrough-Pond's purchase.

The extraordinary income of £24 million, a release from the 1984 provision, is not included in the above mentioned figures nor in the quoted earnings per share.

SUPPLEMENTARY REGIONAL INFORMATION (£ millions)

Fourth Quarter	1987*	1986*	Full Year 1987*		
			1987**	1986**	1986**
2,522	2,551		10,347	10,740	10,640
592	861		3,079	3,861	3,011
337	1,063		3,124	3,589	3,499
4,451	4,485		16,550	18,190	17,140
126	122		789	621	662
100	50		239	301	114
111	96		345	405	348
336	268		1,373	1,127	1,124

\* at constant rates (31.12.1986)  
\*\* at closing exchange rates (31.12.1987 for 1987 and 31.12.1986 for 1986)

**DIVIDENDS**  
The Boards today resolved to recommend to the Annual General Meetings to be held on 4th May, 1988 the declaration of final dividends in respect of 1987 on the Ordinary capitals at the following rates which are equivalent in value at the rate of exchange on 31st December, 1987 in terms of the Equalisation Agreement between the two companies: PLC 8.32p per 5p Ordinary share (1986: 7.234p), bringing the total of PLC's dividend for 1987 to 11.86p per share (1986: 10.232p).

N.V. Fl. 2.53 per Fl. 4 Ordinary capital (1986: Fl. 2.134), bringing the total of N.V.'s dividend for 1987 to Fl. 3.62 per Fl. 4 Ordinary capital (1986: Fl. 3.066).

The PLC final dividend will be paid on 18th May, 1988 to shareholders registered on 15th April, 1988.

The N.V. final dividend will be payable as from 20th May, 1988.

For the purpose of equalising dividends under the Equalisation Agreement, Advance Corporation Tax ("ACT") in respect of any dividend paid by PLC has to be treated as part of the dividend. PLC's 1987 final dividend now announced has been calculated by reference to the current rate of ACT (twenty-seven/seventy-thirds); if the effective rate applicable to payment of the dividend is different the amount will be adjusted accordingly and a further announcement made.

The amounts shown in respect of 1986 have been adjusted to reflect the sub-division of shares on 29th June, 1987.

**NOTES**  
**Provisional Status**  
The profit and loss account is a provisional and abridged version of that which will appear in the Companies' full accounts to be published on 12th April. The full accounts for Unilever N.V. and Unilever PLC have not yet been filed with the Commercial Registry in the Netherlands or the Registrar of Companies in the United Kingdom, and have not yet been reported on by the auditors.

**Extraordinary Income**  
Our 1984 results contained an extraordinary provision of £38 million to cover estimated losses less surpluses on the disposal of a number of businesses which we did not see as central to our core strategy. The disposal programme has been substantially completed with greater success than originally expected and we are now able to release £24 million in the fourth quarter of 1987.

**Chesebrough-Pond's Inc.**  
The Chesebrough-Pond's Group was acquired on 30th December, 1986 and 100% ownership was effected on 10th February, 1987. Those businesses which have been retained within Unilever are included in the 1987 results. The impact has been to increase turnover and operating profit for the year at closing rates of exchange, by 4% and 9% respectively. We have not included the results nor interest on the acquisition price of those businesses which were identified for early disposal and have now been sold, realising gross proceeds of some U.S. \$2 billion. The goodwill included in the acquisition price of the retained businesses was some U.S. \$1.3 billion. To spread the financial impact of the Chesebrough-Pond's acquisition across both parent groups, the capital of Unilever United States Inc. has been increased by U.S. \$833 million through the issue of new shares. These were taken up by Unilever PLC which now has a holding of 25% in Unilever United States.

**Accounting for Depreciation of Tangible Assets**  
The effect of changes in the Group's accounting for depreciation of tangible assets has been to increase operating profit in 1987 by £48 million at closing rates of exchange (£54 million at constant rates of exchange).

**Turkey**  
With effect from 1st January, 1987 the results of our Turkish operations, reported in previous years within the Rest of the World, are included in the European totals. Comparative figures for 1986 have been restated.

**Exchange Rates**  
The results for the quarter and the comparative figures for 1986 have been translated at constant rates of exchange. These are based on £1=Fl. 3.23=U.S. \$1.48, which were the closing rates of 1986. An exception has been made for the results which have arisen in hyper-inflationary economies, which for the current quarter have been translated at the closing rates for 1987. The profit attributable to shareholders for the current quarter has also been translated at the closing rates for 1987 being based on £1=Fl. 3.33=U.S. \$1.57, which will be used for the Annual Accounts 1987.

The results and earnings per share for the full year 1987 have been translated at the closing rates for 1987. The 1986 figures for the full year are based on the closing rates for 1986. The trends are therefore influenced by the changes in exchange rates during the year. For comparison purposes the trends have also been shown based on constant rates of exchange.

1st March, 1988

UNILEVER REPORT AND ACCOUNTS 1987 AND RESULTS FOR THE FIRST QUARTER 1988  
The Report and Accounts for 1987 will be published on 12th April, 1988. The results of the first quarter 1988 will be announced on Monday, 16th May, 1988.

Rotterdam

The Financial Times proposes to publish this survey on:

29th March 1988

For a full editorial synopsis and details of available advertisement positions, please contact:

Mr Richard Willis, Financial Times (Benelux) Ltd  
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FINANCIAL TIMES



# UK COMPANY NEWS

Steven Butler on the NZ Government's decision to block the £298m British Gas deal

## Stirring up another political storm

JUST YESTERDAY morning, British Gas negotiators in Wellington were confident and optimistic that terms for a binding agreement would soon be struck with the New Zealand Government to buy the Government's 70 per cent stake in Petrocorp for £298m.

Indeed, they were talking about using their expertise in gas distribution to improve efficiency and increase gas distribution profits.

Yet by the end of the day in London, British Gas was fighting a rearguard action to defend itself against the harsh accusations of the New Zealand Government that it had abruptly pulled out of the deal.

What went wrong in the meantime? Was British Gas, in its naivety and overconfidence, taking unreasonable conditions onto an agreement in principle with the New Zealand Government, as Wellington now asserts?

Or rather, was British Gas merely the innocent victim of an incomprehensible and unpredictable political blunder by the New Zealand Government, which had come under sharp political attack at home for selling important national resources abroad?

Petrocorp has 70 per cent of New Zealand's proven oil reserves and 50 per cent of its gas, a monopoly on the transmission and wholesaling of natural gas and is a major gas retailer.

It is, unfortunately, impossible to know the full answer just yet, although one suspects that British Gas was in an inherently vulnerable position given the New Zealand Government's recent sharp drop in popularity along with the real possibility that a domestic buyer might be found who would offer terms at least equal to British Gas.

Mr Richard Prebble, state-owned enterprises minister, and Mr Roger Douglas, finance minister, had lost few opportunities in recent weeks to defend the sale against their many critics, who ranged from the political opposition to the local press and powerful business interests.

Is one then to accept as genuine Mr Prebble's sudden change of heart about British Gas, and believe the accusations that British Gas unexpectedly requested that the Government provide unreasonable indemnities in a long draft contract document?

And were these conditions so onerous, and British Gas so inflexible, as to merit no further negotiating? Or Ron Brerley, who is also interested in acquiring Petrocorp.

Perhaps, but one cannot believe Mr Prebble while accepting as true yesterday's statement by British Gas to the Stock Exchange. British Gas said that all the provisions of its draft contract were known to the New

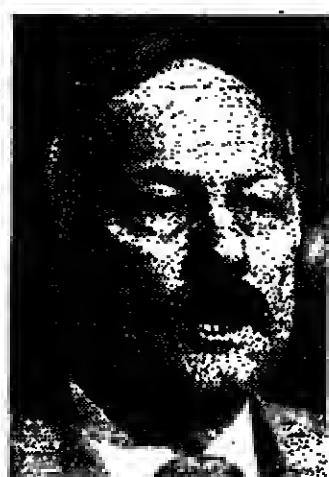


Richard Prebble (left), New Zealand's state-owned enterprises minister, and Roger Douglas, finance minister, lost few opportunities to defend the sale against their many critics

Zealand Government before the agreement in principle was announced.

British Gas also implied that the New Zealand Government had broken faith by making a unilateral announcement, and indeed if it were simply a case of two sides not agreeing on terms, it is hard to see why an agreement to terminate discussions could not have been announced.

At the same time British Gas said the New Zealand Govern-



ment had agreed not to enter into discussions with other possible buyers until the agreement with British Gas was terminated or expired on March 31.

It is, of course, the second time in as many acquisition attempts since its privatisation in December 1986 that British Gas has stirred up a political storm by trying to acquire what were seen as important national assets overseas. In the case of Bow Valley Industries in Canada, British

Gas was forced to accept a complicated arrangement by which it would acquire 51 per cent of the company, but only 38 per cent of voting rights.

These may be, in the end, little in the way of a lesson for British Gas to draw from these experiences. If British Gas was assured by the New Zealand Government that it would act to absorb the political heat, and the deal to acquire Petrocorp still looked attractive on commercial grounds, British Gas cannot be faulted for trying to proceed.

The broad strategy of trying to acquire overseas assets in the gas industry in order to provide new sources of growth makes as much sense now as it did.

But the method of biting off big chunks of assets that give it a dominant position in the target country, not entirely dissimilar to its domestic situation, must now appear more risky than originally anticipated.

Nearly a year ago British Gas said it was prepared to spend a £1bn to expand overseas and it has surprised observers by the speed with which it acted. About a third of the money is going for the purchase of Bow Valley Industries.

To spend the rest, however, British Gas may find eventually that it will have to break new ground for itself, finding a place in more highly competitive markets.

## Insurance fall leaves Ansbacher down 8%

By David Lascelles, Banking Editor

Henry Ansbacher Holdings, the merchant banking and financial services group, suffered an 8 per cent fall in profits in 1987, principally because of the poor performance of its insurance broking arm.

Pre-tax profits were £5.1m, down from £5.6m in 1986. Of the group's three operating divisions, merchant banking produced the strongest results with operating profits of £5.2m, up from £4.3m the previous year.

Mr Richard Fenhalls, the chief executive, said that the decline in corporate finance had been particularly strong. The bank also came through the October market crash with minimal losses.

Shipbroking benefited from the upturn in the shipping market and its involvement in larger deals. Profits were £152,000, up from £87,000.

Insurance broking earned only £320,000, down from £1.6m in 1986. Mr Fenhalls said a number of factors had depressed the result, including the decline of the dollar in which most of the revenues were denominated, and the loss of a key team of marine brokers. Margins in the insurance broking market were also low, he pointed out.

However, new people had been recruited, costs had been cut, and he believed the operation would show a better result this year.

Ansbacher also suffered a higher tax charge last year because trading year losses from its troubled period have been exhausted. Post-tax profits were £3.5m, against £4.6m. The dividend is being maintained at 2p.

The company raised \$98m in a rights issue in November which coincided with the market crash. This obliged its major shareholder, GBL/Paragon, the Belgian-Swiss financial group, to raise its stake from 51 per cent to 55 per cent.

Some of these shares may now be placed out in the market to bring the group's shareholding back down to its original level.

Mr Fenhalls said the new capital would be used to strengthen the banking operation, enhance existing businesses, and aid for acquisitions. But he said, "This is a time for caution". He was confident, however, that Ansbacher's prospects for 1988 were good.

## Templeton increases profits and assets under management

By David Waller

SHARES IN Templeton, Galbraith and Hansberger, a Nassau-based fund management group which joined the London stock market in 1984, yesterday gained nearly ten per cent after the company reported an encouraging set of results for 1987 - and furnished evidence to suggest that the October crash had not had a calamitous effect on its business.

At \$82m (\$28.4m), pre-tax profits bettered City expectations, and the previous \$44m. So did the disclosure that assets under management had shown an 8 per cent increase over the year to \$10.4bn (\$3.6bn), despite the effects of what Templeton called a "market correction" on October 19.

During the year, the group attracted \$1.86bn of new money by way of mutual fund sales, the flotation of closed-end funds and the sale of pensions, endowments and trusts.

In the post-crash period, the group reported net redemptions worth less than 1 per cent of mutual funds under management.

The final dividend is to be 6.5 cents making 16 cents for the year - an increase of 11 per cent. Earnings per share rose from 21.4 cents to 27.3 cents.

Turnover was \$10.6m ahead at \$133.6m. The contribution from investment advisory, management and service fees rose from 37 to 45 per cent of the total.

Distribution costs declined slightly from \$64.8m to \$62.1m, but administrative expenses advanced from \$15.1m to \$23.6m. Templeton attributed this to the costs of expansion in Australia, Hong Kong and Canada.

The tax charge fell from \$9.7m to \$8.5m, a decrease in the company's effective tax rate from 23

to 16 per cent. Templeton said that this was less attributable to US tax reform than to the increase in investment advisory fees earned in countries with favourable corporate tax structures.

In a separate development, Templeton yesterday announced the formation of a European headquarters in Edinburgh. The office will be responsible for the management of unit trusts in the UK and for marketing those trusts within Continental Europe.

A team of four fund managers has been recruited to run the new venture, headed by Mr Colin McMan for the last two years assistant general manager (investment) at Scottish Provident.

**Comment**  
Templeton's composure in the face of Black Monday contrasts markedly with the savage punishment inflicted on the fund management group's own shares since that gloomy date. Templeton had the double advantage, from the UK investor's point of view, of being not only a fund manager but a dollar-denominated one to boot - and despite yesterday's rally, the shares still stand a long way below their pre-crash peak. Given the group's cautious, long-proven investment strategy, its broad geographical exposure and the likely success of the Global Bond currently being marketed in the US, the group should at least duplicate its 1987 performance during the current year. This puts the shares on a pile of 7.5 hardy demanding for those who think that both equities and the dollar have stabilised.

## Space Planning sharply ahead at £264,000

Space Planning Services, an office design consultant enlarged via two acquisitions during the past 12 months, yesterday reported a £153,000 surge in profits to £264,000 pre-tax for the half year ended December 31 1987.

The directors said the figures reflected a return to the levels of income and profitability enjoyed in the 1985-86 year. Although Black Monday at the end of the bull market may have dented business confidence in some areas, they believed the company's spread of activity, both by location and by industry, would cushion it from any lasting effects.

Half year earnings amounted to 3.54p (1.34p) and the interim dividend is stepped up from 0.6p to 0.75p.

It was announced in October that furniture maker Minty had taken a stake of just under 9 per cent in SP8 as a "commercial investment".

Space Planning joined the USM in June 1986 and returned taxable profits of £286,000 in its first full year on the market.

## Ellis & Everard

Ellis & Everard is to acquire Colt Chemical of Leeds for £1.725m, satisfied as to £1.17m cash and \$550,532 of new shares to two Colt shareholders. Net assets have been warranted to be not less than £363,000 as at February 29, 1988.

## Task Force plans acquisition as profits rise

By Dominique Jackson

Task Force Group, the USM-listed computer personnel agency, lifted pre-tax profits by 44 per cent from £855,000 to £1,23m for the year to end November 1987, the company announced it had agreed to acquire Planned Labour Hire for a total consideration of £2.4m. Planned Labour is a temporary labour agency.

Turnover was up 27 per cent from £12.4m to £15.7m. The figures include the profits of Bertram Personnel Group, which was acquired for £4.5m last June, under the merger accounting method.

Mr Tony Martin, chairman, said the current year had started well, unaided management figures were at new highs and the demand for the company's services continued to grow.

Organic growth, even discounting the acquisitions, had been of the order of 45 per cent, he said. The directors have recommended a final dividend of 1.9p per share, against 1.18p in 1986, on earnings per share of 10.3p, from 7.1p.

The total consideration for the acquisition will be satisfied by a three-part package. This will include £800,000 in cash, the issue to the vendors of Planned Labour of a total of 720,000 new ordinary fully paid shares in Task Force, representing 8.7 per cent of its enlarged share capital, and the issue at par to the vendors of 240,000 nominal of 7.5 per cent redeemable unsecured 1988 loan notes in Task Force.

**Comment**  
The temporary employment business has burgeoned lately, ex-

pending by between 30 and 40 per cent annually, leaving even the bigger agencies behind in the race to gain share of what is still an extremely fragmented market. Task Force has justified its independence with steady profit growth and sound acquisitions. The latest group recruit, Planned Labour, will diversify Task Force's base into lucrative industrial services, just as last year's purchase, Bertram, moved the company strategically into the Midlands and North, areas now experiencing the tempting boom already seen in the south-east.

Task Force still shines as the leading agency in its original computer personnel service, where acute shortages of trained bottlenecks ensure its continued success. Forecasts range from 11.7m for a prospective multiple of 14, to £2.1m, being the pie down to 11, at which level Task Force compares favourably with the sector.

**Comment**  
The temporary employment business has burgeoned lately, ex-

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**Comment**  
The temporary employment business has burgeoned lately, ex-

## Hartons launches deeply discounted £6m rights

By Clay Harris

Hartons Group, the plastics distributor and PVC foam maker, yesterday launched a deeply discounted rights issue to raise £5.8m after expenses.

The proceeds will be used to reduce borrowings and to prepare for further overseas expansion. Hartons will be looking especially for acquisition opportunities in West Germany and Canada, two countries in which it has no presence.

Hartons also estimated that tax before profit and minority interests reached £5m in 1987 against £2.5m in 1986 on turnover ahead from £56.6m to £98m.

It forecast a final dividend of 0.81p (1.07p) to make an unchanged total of 1.42p. For shareholders who take up their rights, the total payout for 1987 will be 14 per cent higher than in 1986.

Strong growth in the VT Group, Hartons' plastics distribu-

tion business, raised its contribution to 75 per cent of pre-tax profits last year, against two-thirds in 1986. Elson and Robbins, the main manufacturing operation, also made progress, Hartons said.

The two-for-five issue is priced at 25p, compared with the market price of 70p before the announcement. Shares will also be offered on the basis of two for every £2.40 in convertible preference shares held.

The deep discount on the issue, which is not underwritten, is intended to encourage shareholders to take up rights despite general market uncertainty, according to Mr Colin Aston, managing director.

The issue will reduce gearing to 30 per cent. Directors holding 35.6 per cent of ordinary shares and 10.1 per cent of preference shares are to take up their rights.

## Pickwick exceeds prospectus forecast

By Graham Deller

CLASSICAL virtues such as Leonard Bernstein and Daniel Barenboim are not normally associated with budget-priced compact discs.

However, Pickwick Group, the long-established record company which came to the market via a successful flotation last May, will feature both among other highly-regarded names, in its new

"Duet" range of double disc packages. The "Duet" launch, according to Mr Ivor Schlosberg, chief executive, will increase Pickwick's already substantial penetration into the rapidly-expanding compact disc field, and provide a further boost to profits.

Expansion in this field, notably a distribution deal for Ladybird videos - "a big name in the UK children's market" according to Mr Schlosberg - as well as growth in Pickwick's cassette and book activities with the Mills and Boon and "Cook-a-Long" series would help the group to move away from its previous dependence on the Christmas market. Mills and Boon cassettes had sold 100,000 copies in the two weeks since their launch, he said.

After tax of £1.7m (£13,000), earnings per share increased to 8.5p against 4.7p last time.

A final dividend of 1.8p is proposed for a total of 2.6p.

Mr Monty Lewis, chairman, said that 1987 reflected, for the first time, a full 12 months trading in pre-recorded videos. Pickwick had sold 2.75m such videos during the year, he added.

Expansion in this field, notably a distribution deal for Ladybird videos - "a big name in the UK children's market" according to Mr Schlosberg - as well as growth in Pickwick's cassette and book activities with the Mills and Boon and "Cook-a-Long" series would help the group to move away from its previous dependence on the Christmas market. Mills and Boon cassettes had sold 100,000 copies in the two weeks since their launch, he said.

After tax of £1.7m (£13,000), earnings per share increased to 8.5p against 4.7p last time.

## Alan Cooper hits £1.9m and orders show advance

Growth Has continued at Alan Cooper Holdings, maker of office furniture. For 1987 it lifted pre-tax profit from £1.58m to £1.9m, on turnover 30 per cent ahead to £24.3m.

Earnings worked through at 12.05p (10.1p) after tax of £504,000 (£504,000). The final dividend is 3.25p for a total of 4.75p. The company obtained a full listing last April.

During the year priority was given to increasing production

capacity. Certain costs were incurred in the second half while output was raised and the factory reorganised.

The group had started 1988 well placed for further expansion. Orders received were comfortably ahead of last year.

Cash holdings were strong at £2.12m (£1.15m) and would enable the group to take advantage of any suitable acquisition opportunities.

## Radius profit rises to £2.11m

Turnover increased 37 per cent at Radius for the year to end-November 1987, due mainly to a full year's contribution from the Advanced Business Technology acquisition of £1.67m. On sales of £10.45m, compared with £7.61m, taxable profits rose from £1.51m to £2.11m.

The directors of this USM-quoted company said similar growth was achieved in each of the three main areas: software products and services, hardware maintenance services and equipment supply.

An increased final dividend of 3p is planned, making 4.25p (3p) for the year. Earnings per share came out at 14.5p (10p). A one-for-one scrip issue is proposed.

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**PICKWICK GROUP PLC**

**EXCEEDS PROFIT FORECAST**

**PROFIT UP 88%**

**TURNOVER UP 65%**

	1987	1986
TURNOVER	31.3m	19.3m
PROFIT BEFORE TAX	3.6m	1.6m
PROFIT AFTER TAX	1.9m	1.0m
EARNINGS PER SHARE	8.5p	4.7p
DIVIDENDS PER SHARE	2.6p*	

\*INCLUDES PROPOSED FINAL OF 1.8p PER SHARE

Pickwick's successful formula for the cost effective production and distribution of family and educational home entertainment products contributed to the substantial growth in profits during 1987 and the Group expect to continue to penetrate new operating areas during the coming financial year. Trading for the first two months of 1988 has been most encouraging and the Company looks forward to the future with great confidence.

The 1987 Report and Accounts will be posted to shareholders during March 1988. Copies may be obtained from the Secretary, Pickwick Group plc, The Hyde Industrial Estate, The Hyde, London NW9 6JU.

**BOARD MEETINGS**

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not published as to whether the dividends are interim or final and the sub-dividend shown below are based mainly on last year's final dividend.

Company	Future Dates
Belton	Mar 8
Harrison Motors	Mar 11
Plantations	Mar 7
High Point Services	Mar 4
Irish Glass	Mar 4
Kilmort Boreman Int	Mar 3
Income Bond Funds	Mar 8
Prattich	Mar 8
Other	Mar 17
Zambia Copper Int	Mar 8
De Beers Consolidated	Mar 11
De Beers (Thomas)	Mar 9
General Accident Assurance	Mar 22
International Thomson, Huston, Mount Christie, Power Systems, United Press Africa	Mar 3

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**RELIANCE BANK LIMITED**

The management of Reliance Trust Limited, a wholly owned subsidiary of The Salvation Army Trustee Company, is pleased to announce to its customers and correspondents that, with effect from 1st March 1988, the company name has been changed to: Reliance Bank Limited

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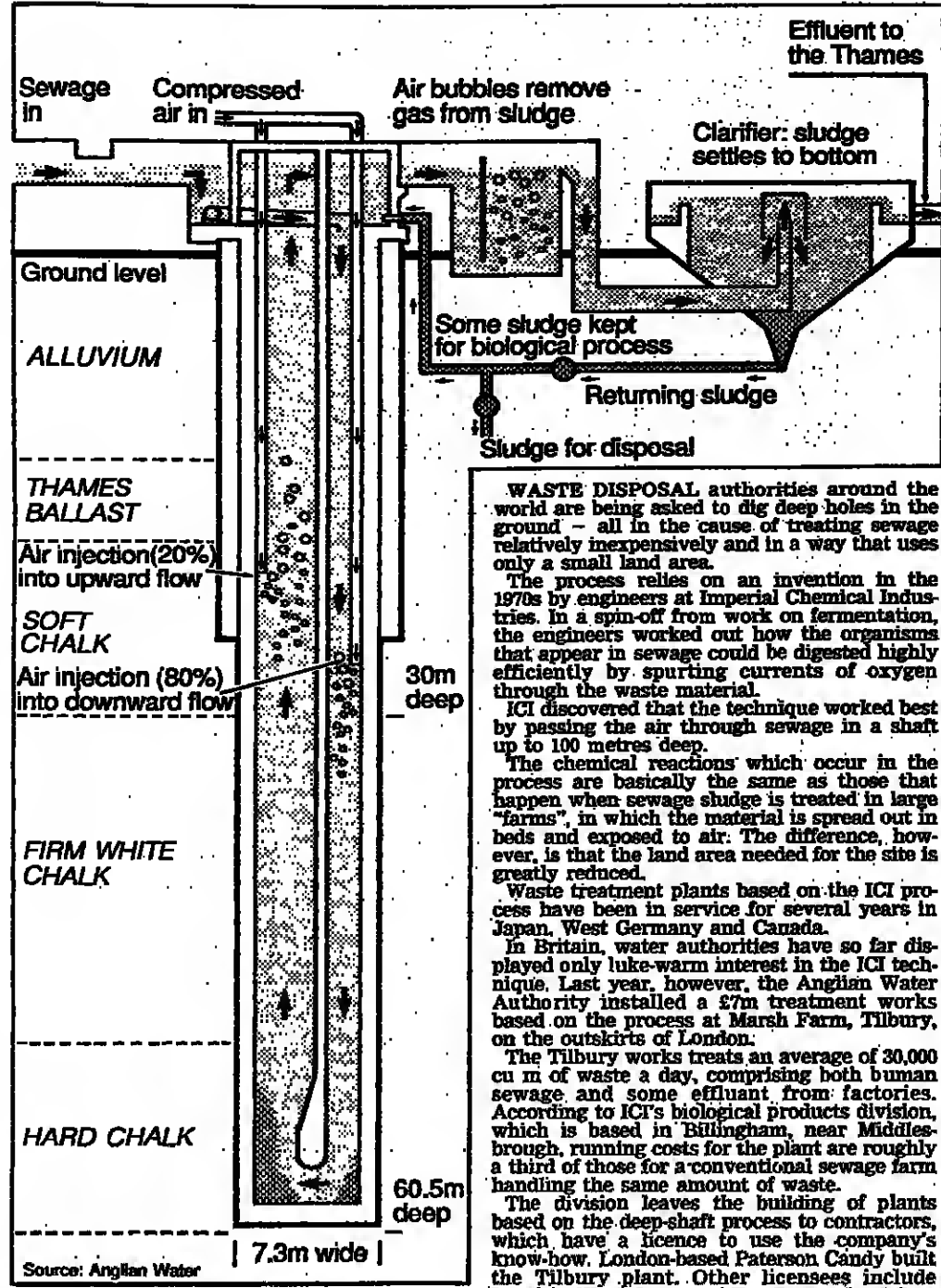


TECHNOLOGY

SEWAGE DISPOSAL

Digging deep to solve a problem of space

By Peter Marsh



SO YOU THINK you are smarter than your washing machine.

Some of the latest models may have a few surprises for you. Just try to tell the machine to do something stupid - like run your woollens through a pre-wash cycle, or wash your silks at a scalding 85 degrees C. Without you even knowing it, the machine will override your commands.

Such refinements, made possible by adding electronic "brainpower" to machines, are on the increase. The home appliance business is a competitive one and manufacturers need "an edge other than just price," says Roger Baxter, UK managing director for Sweden's Electrolux, the world's leading home appliance maker. "We've all got to look for significant product differentiation." That's possible, he says, through the use of electronics both to improve reliability and add new functions.

But progress has been slow. Digital-based features in washers and dryers, dishwashers, refrigerators, even vacuum cleaners, still offer only a glimmer of the automated home-of-the-future promised by imaginative manufacturers ago when the age of electronics made "smart" appliances possible.

Japan and the US have pressed ahead towards home automation, in which electrical equipment - ranging from home computers to microwave ovens, security systems and washing machines - can be linked together through the home's central wiring. Development of technical standards is further along than in Europe and a gradually increasing number of products for home control or appliances that will work in such networks are on the market.

"In Europe it's still very early days. There's certainly not a lot of enthusiasm for it," says Dave Dossett, senior technical officer at the UK Association of Manufacturers of Domestic Appliances.

Progress is expected to pick up later this year when Cenelec, the European commission for electro-technical standardisation, begins completing rules, called signalling controls, to govern the transmission of electrical signals over the wiring. Also, Electrolux in January set up a new company, Electrolux Security Systems, headed by Bertil Ohlberger, to develop home security and appliance control systems. The unit's first home controller will be launched in April.

For the most part, though, appliances with remote control, speech capability and electronic "brains" that can act on feedback from clusters of sensors are rare.

Maurice A. Jones, chief engineer for electrical goods at Hoover, the UK home laundry and floor care company, says colleagues returned from a recent domestic

Jane Rippeteau reports on efforts to give domestic appliances electronic brainpower

The thinking machine's long haul to the market

appliance fair in Cologne with no reports of "anything new or staggering."

In the early 1980s, recalls Jones, "there was an explosion in Europe in programming machines. There were digital watches, calculators. We thought why not electronics in washing machines? So the industry went that way."

Consumers, deterred by a price premium, largely did not. For instance, although leading laundry machine makers now each offer at least one model with an electronic control panel, such equipment accounts for a mere 3 to 4 per cent of UK sales. With an extra £20 per machine in materials and a small-volume production run "they are very expensive to produce," says Jones.

"The attraction of the microprocessor in terms of flexibility is not immediately obvious to the consumer," says Jeff Samson, managing director of Hotpoint, the appliance subsidiary of General Electric Co of the UK. In many cases, electronically programmable machines seem more complicated to operate. Electronic features, concedes Baxter of Electrolux, "are not a demand that originates with the consumer."

Despite this, manufacturers are finding a number of important ways to bend electronic technology to the service of domestic chores. Most of the successful applications of controllers, sensors, microprocessors and other digital devices are not obvious to the consumer, but in fact are

ensuring greater reliability and more sophisticated performance of machines.

"We are in the business of selling convenience to the consumer," says Peter Hunt, technical director at the UK arm of Electrolux of Sweden. "One of the developments that enables us to do that is the inclusion of electronics."

Electrolux's latest canister vacuum cleaner, aimed at the top end of the market, uses electronic sensors and microprocessors to bring on-off, variable speed and power surge controls into the handgrip of the hose. "You can make the machine do what you want it to do with movements of the thumb, without having to bend or touch the machine itself," says Hunt.

Another electronic feature introduced last year provides user control over a 40 per cent power surge for cleaning difficult spots. With the press of a button, a microprocessor directs the motor to surge from 1,000 watts to 1,400 watts for 10 seconds. Then the microprocessor cuts the motor back to 1,000 to prevent over-heating.

Electrolux has also already pioneered timers, water-level sensors and other electronic features in dishwashers. General Electric of the US, as early as 1984, brought out a futuristic looking black glass refrigerator, with a touch-pad selector and a sensor noting when the door is open. Microwave ovens typically sport electronic controls.

"IT STILL PRODUCES ODD SOCKS, BUT NOW IT CAN TELL YOU WHY."



Most progress, manufacturers say, has come in home laundry machines, where makers began using electronic motor controls to replace electro-mechanical gear boxes in the 1970s. The electronic gear shift proved more versatile, reliable and cost-efficient than the gear box, explains Jones of Hoover.

Early machines, with a wash cycle of 50 revolutions per minute (rpm), used a gear box to jump to between 500 and 800 rpm for the spin cycle. Electronics made possible far greater ratios, allowing spin speeds of 1,300 rpm or more, and led the way to new functions not possible with old electro-mechanical controls.

For instance, electronic control allows the motor to build up gradually to its highest spin speed. Should a power failure occur, or a user turn off the machine during a spin, leaving the washer drum with a heavy load of wet clothes, a microprocessor will come into play; when the machine goes back on, it will cause the motor to lapse back to its prior cycle, then build up spin speed gradually.

A model coming out this spring from Hoover has an additional feature: an automatic "out-of-balance" control in which sensors detect how unbalanced a load is and direct the machine to run slower, even if that means overriding the user's instructions. Variable water temperature control is another important feature made possible by electronics. Joint research and develop-

ment by Hotpoint and Lever Brothers, makers of Persil washing powder, found that enzyme action, detergent action and bleach action all "require different temperatures to do their best work," says Samson of Hotpoint.

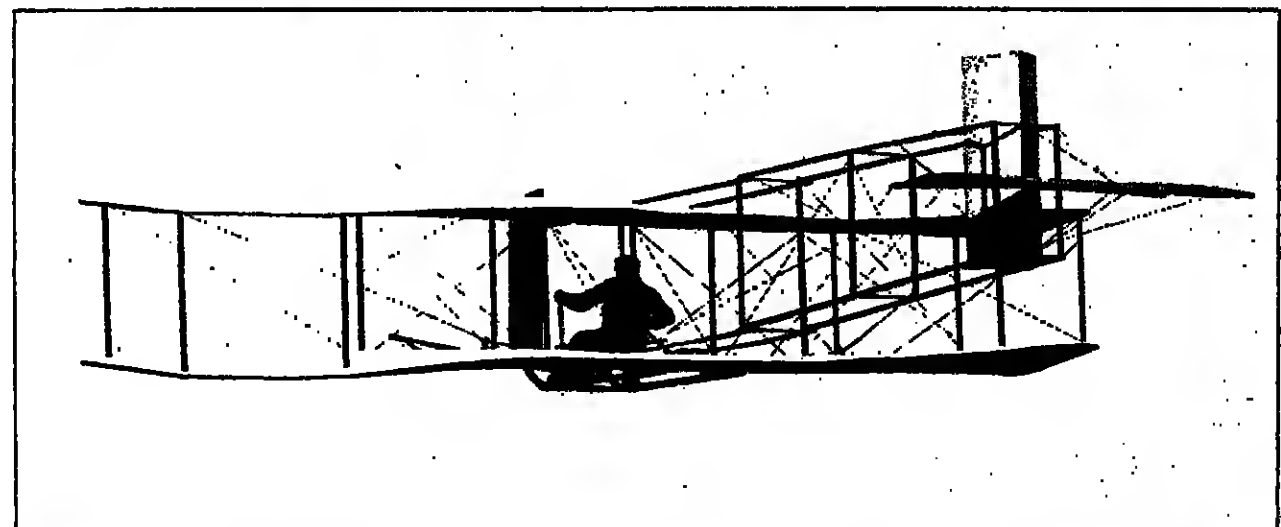
"With the average washing machine, you set the temperature, put the powder in and the water rises to operating temperature," he says. But, "all detergents contain different ingredients that work best at different temperatures." Hotpoint's Micro-Profile model uses microprocessors to alter water temperature during wash cycles, according to Samson.

The microprocessors needed in such washing machine applications are at the simple end of the scale; so-called four-bit devices that are far less sophisticated than, say, the 16-bit chips typical of home computers.

Such is not the case with the next wave of devices expected to enter home laundry. Manufacturers would like to introduce sensors which could measure everything from the soil level in the washer tub to the relative humidity in a tumble dryer. But notes Samson of Hotpoint, such sensing devices are for the most part still too expensive and not rugged enough.

Such applications are "actively in development at Hoover," says chief engineer Jones. "But it's very, very difficult. The day when the user will press one button and the machine will do the rest" is not yet in sight.

Some of the best ideas have come from brothers.



The Wright Brothers were famous for their brainwaves. The one above looked crazy. But it actually worked. Although we're not likely to join Wilbur and Orville in the record books, we too have had one or two bright ideas worthy of note. We did, for example, create a stir by combining dot matrix and daisy wheel print units in one machine, the Brother Twinriter 5. Our latest brainwave, built into the new 2518, has been no less celebrated. Not only can it print at a breathtaking rate of 360 characters per second in any one of

seven colours, it also incorporates a new feature called 'paper express' which introduces the paper at right angles to the printhead instead of bending it round rollers or platens. Our new idea makes the printing of thick cards and multi-part stationery a very easy and smooth operation indeed. And so, yet another brilliant idea gets off the ground.

Please send me more details on the Brother printer range. **BT 292**

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**NOTICE OF REDEMPTION**

To the Holders of  
**TBG Finance N.V.**  
 10% Notes Due 1990  
 (Guaranteed by TBG Holdings N.V.)

NOTICE IS HEREBY GIVEN to the holders of the outstanding 10% Notes Due 1990 of TBG Finance N.V. (the "Notes") that, pursuant to the provisions of the Indenture dated as of April 25, 1985 among TBG Finance N.V. (the "Company"), TBG Holdings N.V. (formerly Thyssen-Bornemisze N.V.), as Guarantor and Morgan Guaranty Trust Company of New York, as Trustee, and the Terms and Conditions of the Notes, the Company has elected to and will redeem on March 25, 1988 U.S. \$20,000,000 representing all of the outstanding Notes, at a redemption price equal to 101.5% of the principal amount thereof plus accrued interest to the redemption date (the "Redemption Price").

Payments of principal and premium will be made on and after March 25, 1988 against presentation and surrender of Notes with all unattached coupons attached, in U.S. Dollars, subject to applicable laws and regulations, at the office of any one of the European Paying Agents mentioned hereon.

Coupons due March 25, 1988 should be detached and will be paid in the normal manner on or after March 25, 1988.

On March 25, 1988 the Redemption Price will become due and payable and thereafter interest on the Notes shall cease to accrue.

**TBG FINANCE N.V.**  
 By: Morgan Guaranty Trust Company  
 as Fiscal Agent

DATED: February 23, 1988

**Notice to Holders of**

**Baxter Travenol Finance Corporation**  
 (Formerly American Hospital Supply Finance Corporation)

**Zero Coupon Notes Due August 15, 2000**

NOTICE IS HEREBY GIVEN to the holders of Baxter Travenol Finance Corporation (formerly American Hospital Supply Finance Corporation) zero coupon notes (the "Notes") that the Company has been merged into Baxter Travenol Laboratories, Inc. ("Baxter"). Pursuant to Section 1.4 of the Fiscal and Paying Agency Agreement dated as of November 15, 1984 (the "Fiscal and Paying Agency Agreement") between the Company and Citibank, N.A., as Fiscal Agent (the "Fiscal Agent"), the Company, Baxter and the Fiscal Agent have entered into an Amendment to the Fiscal and Paying Agency Agreement, dated as of February 16, 1988 (the "Amendment"), whereby Baxter, as the successor corporation, has, among other things, expressly assumed the due and punctual payment of all payments in respect of the Notes and the performance of every covenant of the Fiscal and Paying Agency Agreement and of the Notes on the part of the Company to be performed or observed.

Copies of the Amendment are on file at the principal office of the Fiscal Agent, in the Borough of Manhattan, City of New York, New York, for inspection by all holders of Notes.

**BAXTER TRAVENOL FINANCE CORPORATION**  
 By: CITIBANK, N.A.  
 as Fiscal Agent

Dated: February 24, 1988

Can. \$75,000,000

**Province of New Brunswick**

Floating Rate Notes due May 1994

Notice is hereby given that in respect of the Interest Period from February 23, 1988 to May 31, 1988, the Notes will carry an Interest Rate of 8 1/8% per annum. The amounts payable on May 31, 1988, against Coupon No. 16 will be Can. \$222.01 for Bearer Notes of Can. \$10,000 principal amount and Can. \$22.20 for Bearer Notes of Can. \$1,000 principal amount. Can. \$22.20 will be payable on each Can. \$1,000 principal amount of a Registered Note.

By: The Chase Manhattan Bank, S.A.  
 London, Agent Bank

March 2, 1988

**HAMPSHIRE**

The Financial Times proposes to publish this survey on:

**15th March 1988**

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**FINANCIAL TIMES**  
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COMMODITIES AND AGRICULTURE

Paris exchange plans to launch gold futures

BY PAUL BETTS IN PARIS

THE PARIS futures market is planning to launch a gold futures contract later this year as part of the effort to develop Paris into a competitive international financial centre.

York in gold mine shares held in investment portfolios. Another reason why analysts think Paris can play an increasingly pivotal role in European consumption was about 380 tonnes in 1986, ahead of Japan's 342.5 tonnes and the US's 283.8 tonnes.

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third in volume terms in the French gold unit trust (or Sioav) league after Dreyfus and Societe Generale. Mr Nistic expects the new Venezuela has not sold any of the gold it holds as international reserves, and there is no sign that it will offer any of this metal for sale.

According to the Central Bank of Venezuela, the country's total international currency reserves - including gold - stood at \$11,781m at the end of 1987, down 8 per cent from a year earlier.

French gold futures contract to be launched this autumn at the latest. The contract, inspired by the New York Comex gold futures contract, will be quoted simultaneously in French francs and in US dollars.

Sustained fall below \$400 'unlikely', says Shearson

BY KENNETH GOODING, MINING CORRESPONDENT

THE WORST is over for the price of gold and it is unlikely to fall below \$400 a troy ounce for any significant length of time this year, according to Shearson Lehman Brothers London Metals Research Unit.

There is further news - such as another large gold loan - to disturb a generally nervous market. However, after spending the early months under pressure, values should improve in the final quarter to give an average price of \$460 for 1988, marginally above the \$446.56 for last year.

Miss O'Connell says the "centre of gravity" of gold demand is moving eastwards. There is substantial demand for physical gold from Japan, Indonesia, Hong Kong and Singapore, "where they have woken up to the fact that they are extremely rich in US dollar terms".

The Far East will absorb most of the excess gold this year while the industrialised western countries will be called on to absorb between 50 tonnes and 100 tonnes, about the same as the investment requirements in the region in 1986 and last year.

Line supply is forecast to total 1,440 tonnes this year, up from 1,382 in 1987 while demand is expected to move up from 1,258 tonnes to 1,280 tonnes, including 815 tonnes for jewellery (800 tonnes in 1987).

New Zealand goat farming industry comes of age

BY DAI HAYWARD IN WELLINGTON

FOR MANY years wild goats were officially regarded as vermin in New Zealand and huge numbers were hunted and shot by professional hunters hired by farmers.

Goat farming in New Zealand is now moving rapidly from the era of speculative "get rich quick" operations where only three years ago stud bucks sold for NZ \$40,000 to a more realistic fibre-producing farming operation.

Goat production has now become an important branch of farming with many sheep and cattle farmers allocating part of their pasture for goats.

Mr Derek Quigley, a former Cabinet Minister who is now involved in a commercial goat farming operation, predicts that in the near future NZ will have 10m cashmere goats reared for fibre production.

International buyers now accept New Zealand goat fibre on a slight upswing, thus reducing production costs. This has helped to give New Zealand producers better prices than competitors in other countries.

Another large goat farming operation which has used embryo transplantation extensively to improve the production and quality of its fibre has one two-year-old cashmere buck which last year produced 1,770 grammes of fibre at a yield of 74 per cent.

LONDON MARKETS

COFFEE PRICES, which had recovered from opening lows by mid-day, fell back in afternoon trading to close at session lows. The three-month robusta contract fell 1.18p to \$1,218 a tonne.

There are now 7m goats being farmed in New Zealand, just four years ago there were only 40,000, which had risen by 1985 to 239,000.

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SPOT MARKETS

Cocoa (per barrel FOB) +0.00. Duff 813.75-79.00 -0.51. Borden 814.5-4.30z -0.51. W.T. (L1) per set 815.00-5.00z -0.50.

Table with columns: Commodity, Close, Previous, High/Low. Includes COCOA, COFFEE, SUGAR, and various oils.

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INDEXES

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Table with columns: Index, Value, Change. Includes FTSE 100, Nikkei, and various stock indices.

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WORLD COMMODITIES PRICES

Table with columns: Commodity, Price, Unit. Includes various international commodity prices.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar trades in narrow range

THERE WAS little to stir currency traders from their mood of apathy in yesterday's foreign exchange market. The absence of any fresh impetus meant that the dollar's recent narrow trading range remained intact.

US data released yesterday effectively destroyed any short term hopes of establishing a definite trend. Analysts had pointed out that a fall in US leading economic indicators in January would have provided the third consecutive decline, thus raising the question of an economic recession in six to nine months time.

The net effect on the dollar was broadly neutral, and after a slightly firmer opening, it eased back to finish on or just below Monday's closing levels.

Table with columns: Mar 1, Latest, Previous. Rows: Spot, 1 month, 3 months, 6 months, 12 months.

STERLING INDEX table with columns: Mar 1, Previous. Rows: 8.00, 8.20, 8.40, 8.60, 8.80, 9.00.

CURRENCY RATES table with columns: Mar 1, Rate, Special Drawing Rights, European Currency Unit.

CURRENCY MOVEMENTS table with columns: Mar 1, Bank of England, Bank of France, Bank of West Germany.

OTHER CURRENCIES table with columns: Mar 1, £, S, ¥, DM, FF, P, R, L, C, S, R, F.

EXCHANGE CROSS RATES table with columns: Mar 1, £, S, ¥, DM, FF, P, R, L, C, S, R, F.

FT LONDON INTERBANK FIXING table with columns: 3 months US dollars, 6 months US dollars.

MONEY RATES table with columns: Mar 1, Overnight, 7 days, 1 month, 3 months, 6 months, 12 months.

LONDON MONEY RATES table with columns: Mar 1, Overnight, 7 days, 1 month, 3 months, 6 months, 12 months.

NEW YORK MONEY RATES table with columns: Mar 1, Overnight, 7 days, 1 month, 3 months, 6 months, 12 months.

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MONEY RATES table with columns: Mar 1, Overnight, 7 days, 1 month, 3 months, 6 months, 12 months.

FINANCIAL FUTURES

Gilts and bonds little changed

A RATHER dull day on the London futures market ended with long term gilts and US Treasury bonds little changed.

June delivery long gilt futures opened firmer at 122-00 on Liffe, underpinned by the strength of sterling on the foreign exchanges.

The contract touched a peak of 122-10, before falling back to close at 122-00, compared with 122-06 on Monday.

Table with columns: Mar 1, Latest, Previous. Rows: 10 year, 20 year, 30 year.

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- Düsseldorf: Westdeutsche Landesbank, Head Office, P.O. Box 1128, 4000 Düsseldorf, 1, International Bond Trading and Sales. Telephone (21) 8 26 31 22/8 25 37 41. Telex: 8 581 881/8 581 882.

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Rotterdam. The Financial Times proposes to publish this survey on: 29th March 1988. For a full editorial synopsis and details of available advertisement positions, please contact: Mr Richard Willis, Financial Times (Benelux) Ltd.

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER



EUROPEAN OPTIONS EXCHANGE

Table with columns for Series, Vol, Last, and Bid. Includes sub-sections for May 88, Jun 88, and Jul 88.

BASE LENDING RATES

Table listing various banks and their base lending rates, including AIB Bank, Bank of Ireland, and others.

AUTHORISED UNIT TRUSTS

Large table listing numerous unit trusts, their managers, and performance data. Includes sub-sections like 'Allied Dunbar Unit Trusts', 'City Financial Services', etc.

Advertisement for 'London's Airports' by Financial Times, dated 22nd March 1988.

Advertisement for 'TOWARDS THE CAR OF THE FUTURE' by Financial Times, dated 24th March 1988.

FT CROSSWORD No.6,570 SET BY QUARK

Crossword puzzle grid with numbers indicating starting positions for clues.

Clues for the crossword puzzle, including '1 Pleasure craft, needing exercises with variable load (6)', '4 Killer - a beast with a transgression (8)', etc.

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FT UNIT TRUST INFORMATION SERVICE

Handwritten note: "لا تتركها لغيرك"

Main table containing unit trust information, including columns for company names, fund names, and numerical values. Includes a sub-section titled 'INSURANCES'.

Continued on next page







FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts such as The French Property Fund, Fidelity Fund Limited, and others, with columns for name, value, and other details.

BRITISH FUNDS

Table of British Funds, categorized into 'Share' (Lives up to Five Years), 'Five to Fifteen Years', and 'Over Fifteen Years', listing fund names, values, and performance metrics.

FOREIGN BONDS & RAILS

Table of Foreign Bonds & Rails, listing various international bond and rail investments with their respective values and yields.

AMERICANS

Table of American investments, listing various US-based funds and their performance.

INT. BANK AND O'SEAS GOVT STERLING ISSUES

Table of International Bank and Overseas Government Sterling Issues, listing various international financial instruments.

CORPORATION LOANS

Table of Corporation Loans, listing various corporate loan investments.

COMMONWEALTH & AFRICAN LOANS

Table of Commonwealth & African Loans, listing various international loan investments.

LOANS

Table of Loans, listing various general loan investments.

Building Societies

Table of Building Societies, listing various investment options in building societies.

Public Board and Inv.

Table of Public Board and Investment, listing various public board and investment options.

Continued on next page

Money Market Trust Funds

Table of Money Market Trust Funds, listing various money market investment options.

Money Market Bank Accounts

Table of Money Market Bank Accounts, listing various bank account options and their interest rates.

UNIT TRUST NOTES: Focus on the unit trust market, highlighting key trends and investment opportunities.



LONDON SHARE SERVICE

AMERICANS - Cont'd

Table listing American stocks with columns for stock name, price, and change. Includes companies like American Express, American International Group, and American Telephone & Telegraph.

CANADIANS

Table listing Canadian stocks with columns for stock name, price, and change. Includes companies like Alcan, Canadian National Railway, and Canadian Pacific.

BANKS, HP & LEASING

Table listing financial institutions and leasing companies with columns for stock name, price, and change. Includes companies like Citicorp, First National City, and Finance Trust.

BEERS, WINES & SPIRITS

Table listing beverage companies with columns for stock name, price, and change. Includes companies like Carlsberg, Heineken, and Interbrew.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies with columns for stock name, price, and change. Includes companies like Bechtel, Bovis Lend Lease, and Hochtief.

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CHEMICALS, PLASTICS

Table listing chemical and plastic companies with columns for stock name, price, and change. Includes companies like ICI, Shell Chemicals, and Hoechst.

DRAPERY AND STORES

Table listing retail and drapery companies with columns for stock name, price, and change. Includes companies like Debenhams, Next, and Primark.

DRAPERY AND STORES - Cont'd

Table listing retail and drapery companies with columns for stock name, price, and change. Includes companies like Debenhams, Next, and Primark.

ELECTRICALS

Table listing electrical companies with columns for stock name, price, and change. Includes companies like British Telecom, BT Group, and BT Cellnet.

ENGINEERING

Table listing engineering companies with columns for stock name, price, and change. Includes companies like BAE Systems, Babcock & Wilcox, and Balfour Beatty.

ENGINEERING - Cont'd

Table listing engineering companies with columns for stock name, price, and change. Includes companies like BAE Systems, Babcock & Wilcox, and Balfour Beatty.

FOOD, GROCERIES, ETC

Table listing food and grocery companies with columns for stock name, price, and change. Includes companies like Asda, Sainsbury, and Tesco.

HOTELS AND CATERERS

Table listing hotel and catering companies with columns for stock name, price, and change. Includes companies like Whitbread, Premier Inn, and Travelodge.

INDUSTRIALS (Miscel.) - Cont'd

Table listing various industrial companies with columns for stock name, price, and change. Includes companies like British Airways, British Petroleum, and British Steel.

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INSURANCES

Table listing insurance companies with columns for stock name, price, and change. Includes companies like Aviva, Prudential, and Sun Life.

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LONDON STOCK EXCHANGE

Gilt-edged continue to improve but trade sluggish as blue chips renew advance

Account Dealing Dates table with columns for Account Dealing, Last Dealing, and Account Day.

view that the major institutions are now inclined to wait for Budget Day before taking up new investment positions.

The FT-SE 100 Index, twelve points up within minutes of the opening of business, closed at 1781.9, a net 13.1 up on its overnight close.

The session had no lack of special features, although the overall effect on market sentiment appeared to be neutral.

Industrial stocks paused cautiously at mid-session as British Aerospace and Rover were suspended, pending boardroom announcements.

Profit-taking in equities at the end of the day was also indicated in the day's investment flow statistics prepared by the London office of Salomon Bros.

Yesterday's equity performance supported the market

view that the major institutions are now inclined to wait for Budget Day before taking up new investment positions.

Sterling also helped to keep the Government bond market in positive form.

Long-dated Gilts added 1/4 or so, but the best gains, ranging to 1/2, came among the mediums, which attracted switching from US Federal ten year issues.

Another push for the index-linked stocks finally took out the remainder of the latest tablet tranche of £100m of 2 1/2% PL 247p.

The gilt-edged sector is now without a tap stock, a situation likely to prove unacceptable to the authorities in the run-up to Budget Day.

Even before the results were known to the market the shares were on the move with County NatWest describing the stock as "the best buy in the sector on fundamentals".

The shares responded immedi-

FINANCIAL TIMES STOCK INDICES table showing various indices like Government Secs, Fixed Interest, Ordinary, Gold Mines, Ord Div Yield, etc.

LONDON REPORT AND LATEST SHARE INDEX: TEL. 0898 123001

Three large early trades, each of 10m shares, by the same broking house, triggered the latest excitement.

The buyer, not identified and simply named as an institutional client, seemed satisfied after obtaining stock at 378p and 376p.

Dealers and analysts considered the departure as bullish for British Warburg Securities, which has downgraded its profit estimate for the group by some £5m to £590m for 1987.

from wines and spirits, "is the major play on an upturn in world spirits demand".

The undertone in the Building sector was firm, but gains were modest.

Guinness forged higher on light demand, helped by Wood Mackenzie advice that the group, which derives 80 per cent of prof-

its from wines and spirits, "is the major play on an upturn in world spirits demand".

Guinness forged higher on light demand, helped by Wood Mackenzie advice that the group, which derives 80 per cent of prof-

Consultancy advanced further to 102p. Maxwell Communication's acquisition of an advanced data management system from Sundstrand Corporation for an undisclosed sum stood the shares in good stead at 25 1/2p.

Demand for other leading electrical issues was thin but Becaal moved up late to close 4 firmers at 225 1/2p on turnover of 3.3m shares.

Among second-liners Pressac were 9 better at 143p following sustained speculative interest.

Building Materials showed Blue Circle a shade cheaper at 430p and Rugby 4 off at 255p.

Guinness forged higher on light demand, helped by Wood Mackenzie advice that the group, which derives 80 per cent of prof-

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FT - ACTUARIES INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table of Actuarial Indices including EQUITY GROUPS & SUB-SECTIONS, FIXED INTEREST, and AVERAGE GROSS REMEMPTION YIELDS.

LONDON TRADED OPTIONS

Table of LONDON TRADED OPTIONS with columns for CALLS and PUTS, listing various options like Allied-Lyons, Becaal, etc.

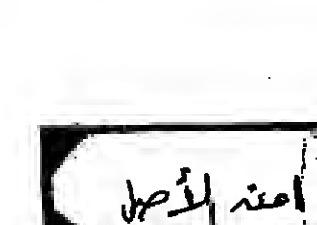
TRADING VOLUME IN MAJOR STOCKS

Table of TRADING VOLUME IN MAJOR STOCKS listing volume for various stocks like ASDA-MFI, Allied-Lyons, etc.

LONDON RECENT ISSUES

Table of LONDON RECENT ISSUES listing various financial instruments like EQUITIES, FIXED INTEREST STOCKS, and RIGHTS OFFERS.

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WORLD STOCK MARKETS

ASSTRIA, FRANCE, GERMANY (continued), NETHERLANDS (continued), SWEDEN (continued), CANADA, TORONTO Closing prices March 1

JAPAN, AUSTRALIA (continued), OVER-THE-COUNTER Nasdaq national market, closing prices

Indices

NEW YORK DOW JONES, CHIEF LONDON PRICE CHANGES YESTERDAY

CANADA, NEW YORK STOCKS

CANADA (continued), MONTREAL Closing prices March 1

OVER-THE-COUNTER (continued), TOKYO - Most Active Stocks

CHIEF LONDON PRICE CHANGES YESTERDAY (continued)

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table containing stock prices for various companies, organized in columns with headers for stock name, price, and change.

Continued on Page 41

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AMERICA

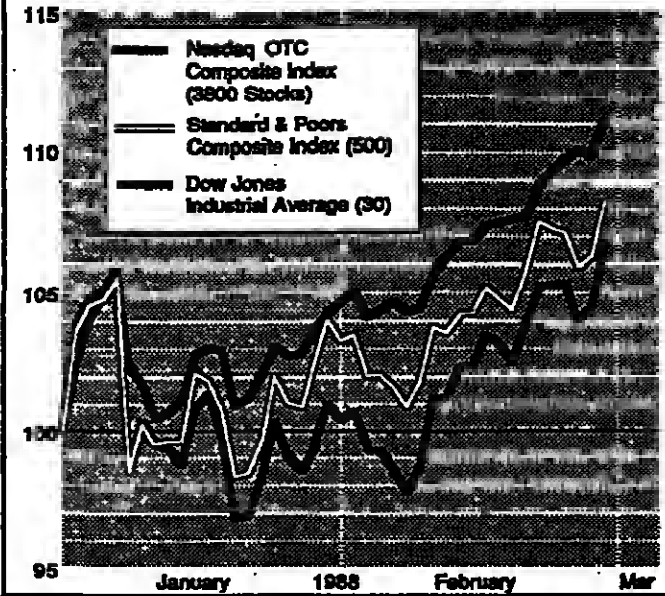
Stocks close day slightly down despite late rally

Wall Street

STOCKS consolidated Monday's gains yesterday as the market traded in a narrow range on heavy volume to end just below Monday's close, writes Deborah Hartgraves in New York. The stock market bounced back from a fall of over 12 points, induced by bond market selling in mid-afternoon, and the Dow Jones Industrial Average closed down 1.16 points at 2070.46.

small lead on those advancing. Broader market indices showed little movement yesterday with the Standard and Poors 500 index down 0.59 points to 267.22 and the Nasdaq over-the-counter composite index up 0.37 points to 367.32. Since the beginning of the year, the Nasdaq index has shown the strongest performance of the three indicators, rising 11 per cent compared with an 8.4 per cent increase in the Standard and Poors 500 and a 6.9 per cent rise for the Dow Jones Industrial Average.

Relative performance of Dow Jones against broader market indices



The latest offer tops a bid by Canada's Campeau Corp of \$80 a share. The company was also considering a restructuring at a board meeting yesterday under Mr William Spoor, who was chairman before Stafford, and resumed the post after his resignation. The credit market was mixed with Treasury bonds trading in a very tight range and giving back early gains. The benchmark 3.75 long bond was up 1/4 to 105 1/2 with a yield of 8.34 per cent.

Canada

FIRMER commodity prices sent Toronto shares higher in moderate trading yesterday. The composite index, which had risen about 15 points in early trading, gained 8.16 to 2213.00 as advances outweighed declines by 484 to 322 on volume of 22.8m shares.

ASIA

Nikkei resumes rise in heavy trade

Tokyo

THE START of the new month and the overnight gain on Wall Street spurred heavy buying in Tokyo yesterday, with the market recording its highest turnover since August 28 last year, writes Shigeo Nishiwaki of Jiji Press. Nomura Securities helped fuel the rally with large purchases of giant-capitalisation stocks. There was also strong investor interest in stocks likely to benefit from specific incentives.

Dealers stayed away from the bond market pending the release later this week of statistics likely to affect the market, including the US unemployment rate for last month and Japan's short-term economic outlook, both due on Friday. A one-point rise in the one-month bill rate caused small-lot selling, with the yield on the 5.0 per cent government bond due in December 1987 rising from Monday's 4.31 per cent to 4.34 per cent in slow trading. Prices on the Osaka Securities Exchange registered the fourth straight advance in higher volume. The OSE stock average shot up 155.88 to 25,717.94, with transactions rising by 145m shares to 287m.

Although Nomura Securities and Yamaichi Securities held firm, rising Y60 to Y3,980 and Y50 to Y2,080 respectively, other financial issues were generally dull. Nippon Telegraph and Telephone added Y30,000 to Y2,41m, but still ended substantially lower than Y2.55m at which the government released its share holdings last November.

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David Dodwell reports on a change of tempo

Budget hopes refresh Hong Kong turnover

OPTIMISM about proposals expected in Hong Kong's 1988 Budget, which is to be presented this afternoon, pushed share prices up yesterday, with stock market turnover passing HK\$1bn for the first time in almost six weeks. The Hang Seng index, the market's main price indicator, rose by 36.6 points to 2,454.7 on volume of HK\$1.07bn. This followed a gain of 34 points on Monday, and took the index to its highest level since January 31.

Market operators said that buying enthusiasm was fuelled by expectations of a mildly stimulative Budget, which would include a modest cut in personal and company taxes. Mr Peter Jacobs, Hong Kong's Financial Secretary, is expected to reveal that economic growth, as measured by gross domestic product, reached more than 12 per cent in real terms in 1987, providing the British territory's second successive year of double-digit growth.

There are few surprises expected in the Budget, however, and some observers commented yesterday that the surge in activity sharply reflected the market's emergence from the traditionally quiet, six-week period that spans the Chinese New Year festive season. A number of positive corporate developments unveiled in recent weeks produced almost no stock market response when they were announced, and some analysts suggested that this week's improvements represented a delayed response to these announcements.

These included a major satellite telecommunications joint venture linking Mr Li Ka-shing's Hutchison group with Cable and Wireless, and the Beijing-controlled China International Trust and Investment Corporation. Mr Li also announced an HK\$1bn property development package early in February involving a massive, long-term financial commitment to the territory, which produced almost no reaction at the time.

EUROPE

Milan and Madrid reach 1988 highs

STRONG advances on Wall Street and in Tokyo provided impetus for markets around Europe yesterday, although profit-taking continued to temper the day's gains. Both Milan and Madrid produced record highs for the year, while Stockholm surprised traders with its strongest rally for weeks.

THE confident mood continued in London yesterday, helped by strong earlier gains in New York and Tokyo. But trading was generally sluggish and the FT-SE 100 index closed up 13.1 at 1,781.9.

pharmaceuticals group Glaxo. Unilever's results had already been discounted and it closed slightly easier, while British Gas ended higher in spite of news that its planned purchase of Petroferry had been cancelled by the New Zealand Government. Leading institutions appear to be waiting for Budget Day before taking up new investment positions.

FRANKFURT took its cue from Wall Street and Tokyo, ending higher in moderate trade. The FAZ index added 2.13 to 458.56. A lack of buy orders and profit-taking to ward the end reduced the day's gains, but sentiment remained generally bullish. Retailers were strong, with Kaufhof adding DM7 to DM377 after reporting a 7.5 per cent rise in 1987 group sales. Karstadt put in DM95 to DM421.50.

While overseas interest failed to meet the market's expectation, most of the international favourites were marked higher, including profit-taking, with the MIB index adding 5 to 1,042. Trading was moderate yesterday and continued to focus on De Benedetti group shares - although it was selling, rather than the recent buying, which moved the Italian financier's main stocks.

Uncertainty over whether the newly-issued shares would fall into the hands of investors friendly to La Générale, or to hostile bidder Mr De Benedetti, led to sharp movements in stocks closely linked to the battle. Gevaert fell back BFr500, or 5.9 per cent, to BFr4,000 and Cobepa dropped BFr350, or 6 per cent, to BFr4,450. Both had jumped 12.6 per cent on Monday in reaction to their decision to join the De Benedetti camp. Shares in La Générale remained suspended on the forward market but they edged

TELEMECHANIQUE took the limelight, shooting up FF1,770, or 47 per cent, to FF5,505 after returning to trading. It had been suspended since February 4 following a hostile bid from Schneider. Télémechanique workers, who hold about 10 per cent of the group's shares, plan to strike today in protest at Schneider's bid, worth FF5,500 a share. "White knight" Framatome is offering FF4,500.

GOLD SHARES regained part of Monday's losses and closed firmer but slipped from their day's highs as the bullion price drifted around the \$430 mark. In light trade, leading gold issue Vaal Reefs ended up R5 to R242, Randfontein rose R4 to R212 and Kloof firmed R1.25 to R29.50. Among cheaper golds, Eersling gained 30 cents to R2.75. Western Deep gained R4.50 to R101 on buying by local institutions. The stronger trend was fol-

lowed by other minings and financials, helped by a lower financial rand. Rustenberg Platinum rose R1 to R28.50, mining financial Anglo American firmed R1.25 to R45.50 and diamond stock De Beers gained 75 cents to R25.50 on expectations of healthy annual results due next month. Industrials were mixed. Messina rose R1 to R10.50 after it reported a 388 per cent rise in earnings per share and a restriction dividend payment after three years without one.

SOUTH AFRICA

FT - ACTUARIES WORLD INDICES

Table with columns for National and Regional Markets, Tuesday March 1 1988, Monday February 29 1988, and Dollar Index. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, West Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. Japan, World Ex. Japan, World Ex. Japan.

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